

TWENTY CENTS

APR 29 1929

APRIL 27, 1929

V.18 #4

Sales Management

The Weekly Magazine for Marketing Executives



Paul G. Hoffman

Vice-president, The Studebaker Corporation of America.

Studebaker's Latest Plan
for Qualifying Salesmen



A Sturdy New Selling Plan
Pulls Serval Off the Rocks

Buying Sales

Building a permanent Sales Structure

as suggested by
May & Malone Inc.

A VALUABLE BOOKLET (FREE)

Here is a valuable booklet, sent absolutely free on request to interested sales executives. It tells quickly and simply how to keep the salesmen on their mettle—how to maintain a spirit of friendly rivalry—how to reward the extra effort when made economically and judiciously. The reward-for-services-rendered is a proved and practical method of building and maintaining sales volume. The many advantages to be secured from sales contests, the way to secure them and the pitfalls to avoid are discussed frankly and intelligently.

Where shall we send your copy of
"Building a Permanent Sales Structure"?

MAY & MALONE, INC.
Wholesale Dealers
37 S. Wabash Ave., Chicago, Ill.

May & Malone, Inc.
37 S. Wabash Ave.
Chicago, Ill.
Please send a copy of "Building a Permanent Sales Structure"
to us.

Sales Manager.....
Company.....
Address.....

Date.....

SM 4-29

the Story of a NEWSPAPER

—as told in its pages

1 Typography



THERE is no better indication of the value of a newspaper as an advertising medium than the newspaper itself. *For in the character of its pages, in the worth and variety of its departments, may be seen the character of the readers it attracts.*

The general appearance of The Chicago Daily News is attractive and readable, reflecting in dress and typography the dignity, poise and good taste that characterize its editorial standards.

The Daily News is printed in Ionic No. 5, a 7-point type on an 8½-point base, the largest and most legible body type used by any Chicago newspaper. Pictures are freely used and reproduction is good.

Physically The Daily News is designed to be read with ease and pleasure by those whose interest in the news of the day extends farther than pictures and headlines.

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

Advertising
Representatives:

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
408 Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
303 Crocker 1st Nat'l Bank Bldg.

Member of The 100,000 Group of American Cities

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year, in advance. Entered as second-class matter June 1, 1928 at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XVIII. No. 4.

This way you KNOW your sales story "CLICKS"

Use your own ideas convincingly
with the B & L Visual Method

EVEN your best salesman can seldom get over his selling talk exactly as planned by you. He forgets—the prospect is indifferent—your carefully thought-out plan loses half its power.

Not so with the Sales Projector. This handy little debater permits no rebuttal. It gets a hearing for the salesman—take your factory to the buyer's desk—compresses hours of demonstration into a few minutes—follows your well planned sales talk and adds the conviction of things seen.

Because the Sales Projector projects still pictures, the salesman can dwell on any particular point as long as is necessary. The pictures are sharp and without flicker. They can be thrown on any convenient screen or wall.

The B & L Sales Projector uses inexpensive strip film. Drawings, photographs, diagrams or anything that adapts itself to printing can be shown with it. Let us direct you to film specialists who will show you the striking picture possibilities of your story.

The Projector complete is only \$49.50 and it will lower your sales costs many times that amount. Send the coupon now.



BAUSCH & LOMB Sales Projector

Let us send you further data via the coupon.

BAUSCH & LOMB OPTICAL CO.
677 St. Paul Street, Rochester, N. Y.

Send me booklet, "The Modern Lamp of Aladdin," and full description and prices of the Bausch & Lomb Sales Projector (not a "movie").

Name _____ Position _____

Firm _____

Address _____

Survey of Surveys

BY WALTER MANN

Voice in the Wilderness

Since the deliberations of the A. B. C. will be over by the time this faint cry in the wilderness is heard, it is entirely possible that one such small voice will be wholly drowned out in the plaudits for the improvements in the A. B. C. blank for magazines.

If the suggestion which was passed to me by a real student of magazine breakdowns has been accomplished, magazine space buyers can throw their hats in the air for the more accurate plotting which can be effected thereby. If not, it's *not* too late to begin thinking of it as a possible subject for the next year's improvement deliberations.

The suggestion is that the front page of the A. B. C. blank—where the circulation breakdowns are now given in sections by states, and by mail subscribers vs. newsstand sales—be also broken down by sizes of cities and towns, in accordance with the divisions on page 2 of the blank (2,500 and under, 2,500—10,000, etc.). The amount of information which such a breakdown gives to the man who wants to plot his circulation evenly, in ratio with his prospective customers in *all-sized cities and towns*, is nothing short of illuminating.

I can see about thirty reasons why it can't be done—one of the most important being the cost involved. But I can also see one darned good reason why it should be done.

If it results in more accurate apportionment of advertising circulation to the various-sized cities' potential business for a given account, its future is assured, even if it does cost more. Who ever thought twenty years ago that great sums would be spent in research for the mere purpose of getting a more accurate measurement of markets!

If the suggestion has merit it ought to go through. If not, it will of necessity go to the limbo of bad suggestions.

And while on the subject of A. B. C. suggestions may I make one of my own that should result in a more accurate basis of media measurement. Why shouldn't a given month (for monthlies) or week (for weeklies) in the year be chosen on which the above-mentioned detailed breakdowns are to be made? As it is, we have a variance of as much as six months between the detailed breakdown figures of one magazine and another—which certainly makes for inaccuracy. If solicitors wish to make statements that will readjust the balance—in favor of the fast-growing magazines—fine! But a common denominator is usually a darned good basis for any sort of comparison.

Study of Window Displays

Steadily improving conditions in the acceptability of window display was indicated in a recent meeting of the window display group of the New York Advertising Club, according to Herb Stephen in the New York Evening Post. Herbert L.

Wertz, of Window Advertising, Inc., told of a check of 51 drug stores in a recent display campaign which showed the following interesting slants on the dealers' tendency toward procrastination in putting up displays:

Number of stores checked.....	51
Number of windows installed at this time	24
Number of windows not installed....	27

Reasons for non-installations were given as follows:

Dealer did not receive displays.....	3
Dealer knew nothing about deal or displays	5
Dealer received deal, does not remember about display	2
Dealer has display, no definite date for installation	2
Dealer promised to install later.....	4
Dealer will install at his convenience..	1
Dealer cannot use, booked up for several weeks	1
Dealer very rarely takes displays.....	1
Dealer never uses cardboard displays..	2
Dealer has no windows	2
Not installed (no reason).....	2
Installer called three times, could get no information	2

Total	27
-------------	----

Constant check-ups, however, and intelligent application of the facts thus found are bound to increase installation efficiency in window display.

To Cut Distribution Costs

Here's research news of real importance!

A plan to help lessen the cost of distribution by means of gathering *in one place* all sales facts brought out by researches and studies, has been advanced by the Association of National Advertisers, New York. The association has underwritten the expense of maintaining a Central Bureau for Distribution Research which will house the many meritorious reports which advertising mediums and agencies, independent research bodies, banking houses, and other organizations are today issuing on advertising and sales problems.

"Mass production in American industry has been accomplished by the proper use of scientific facts and methods," said Everett R. Smith of the Fuller Brush Company and chairman of the research council of the association in a recent interview.

"The manufacturer's problem now is to distribute his goods at the lowest possible cost. This primarily requires research. Facts on all phases of distribution are badly needed. Research is one of the greatest weapons that we have to fight the ever-increasing rise in the cost of doing business.

"Trade associations, schools of business, chambers of commerce, business papers and other advertising media, advertising agents, banking institutions, foundations, and a score of other organizations are spending hundreds of thousands of dollars collecting and assembling worth while data.

(Continued on page 217)

Iron Production Is Increasing in the Birmingham District

Pig Iron Production in The Birmingham District is showing a marked increase over 1928. Here are the figures.

	1929	1928
January . . .	251,321	224,272
February . .	221,466	206,855
March	242,932	222,081

Steel Production in the District is on an 85% Basis. Now is the time to launch your products into The South's Greatest Industrial Center.

The Birmingham News

AND AGE-HERALD

The South's Greatest Newspaper

MORNING

EVENING

SUNDAY

National Representatives

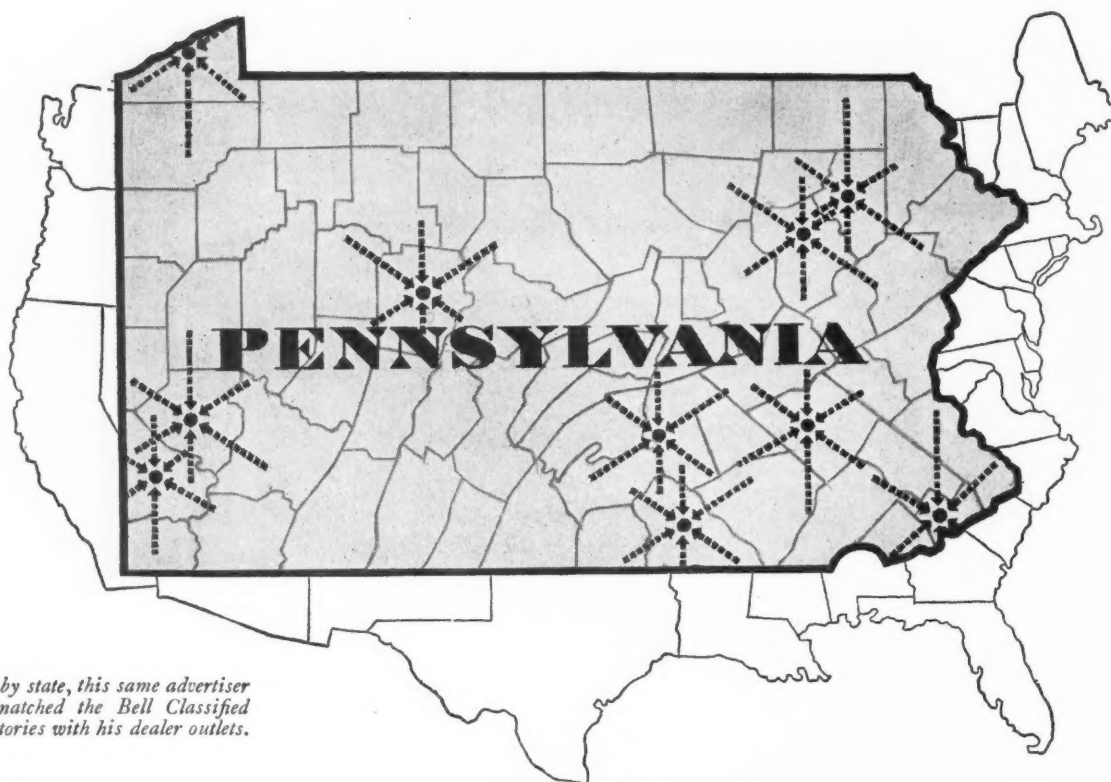
KELLY-SMITH COMPANY

New York—Chicago—Boston—Philadelphia—Detroit—Atlanta

IN PENNSYLVANIA

for instance

A national advertiser directs more than 750,000 people to these 10 dealers and service stations . . . through Bell System Classified Telephone Directories



State by state, this same advertiser has matched the Bell Classified Directories with his dealer outlets.

THE manufacturer of a nationally advertised office appliance has exclusive authorized dealers in ten Pennsylvania cities—centers of recognized trading areas. By the listing of his product, trade mark and dealers in the Bell System Classified Telephone Directories for these cities and their environs, they become a constant part of the "Where to Buy It" service in 765,677 homes and business establishments. These ten directories also serve 119 other surrounding communities.

A tire manufacturer has non-exclusive dealers in a far greater number of communities. The "Where to Buy It" feature in Classified Directories is applied just as exactly to his merchandising requirements. An insurance company—with an entirely

different problem—finds that this service provides a quick, easy way for prospective clients to locate its agents.

Pennsylvania is one of the great markets of the nation. Its people earn more than \$2,498,390,000 a year. The population—estimated at 9,614,600—is 63.3 per cent urban, 95.4 per cent literate.

In this one state alone, you can direct 1,075,025 potential buyers to your dealers and service stations, through the "Where to Buy It" feature in the 33 Bell System Classified Telephone Directories which serve the state.

Pennsylvania is typical of the rest of the nation. In 20,000 cities and towns throughout the country—in 14,500,000 homes and business estab-

lishments—Bell System Classified Telephone Directories are ready to tell people *where* your product or service is for sale.

The "Where to Buy It" feature can be matched exactly to distribution requirements, national or sectional, urban or rural. Whatever your merchandising problems, *it can be used effectively to keep your product, trade mark and local dealers constantly before the buying public.*

The Business Office of your local Bell company will be glad to show you how valuable an aid it can be to your own business. Call them today. Or write the Trade Mark Service Manager, American Telephone and Telegraph Company, 195 Broadway, New York. Advertising agencies are allowed the usual commission.

"WHERE TO BUY IT"



THE NEW SERVICE IN YOUR
CLASSIFIED TELEPHONE DIRECTORY

VOL. XVIII. No. 4
April 27, 1929
Published Every
Saturday

Sales Management

The Weekly Magazine for Marketing Executives

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760

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SALES MANAGEMENT, INC.

420 Lexington Ave., New York Chicago Office: 333 N. Michigan Ave.

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Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance \$4.00 for fifty-two issues anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Subscriptions to SALES MANAGEMENT & ADVERTISERS' AGEMENT are dropped promptly when they expire.

Established 1918 by The Dartnell Corporation. Member Audit Bureau of Circulation and Associated Business Papers, Inc. Operated in association with Federated Business Publications, Inc. Telephone Lexington 1760, New York. Cable, Elbill, New York.

\$17,534,500

New Construction in the 1929 Program So Far Announced IN OMAHA

This metropolis of Nebraska, Western Iowa, Wyoming and South Dakota is smashing ahead—as those building figures above show. And as is proved also by the startling advertising increases being made by Omaha's leading newspaper. The World-Herald gained

13%

in advertising lineage in the first quarter of 1929 over last year. The gain in March, 1929, was

17%

over March, 1928—an even more impressive indication of the city's prosperity.

THE OMAHA TERRITORY IS "RIGHT"!

The OMAHA WORLD-HERALD

March 1929, Net Paid
Daily, 132,576; Sunday, 134,487

O'MARA & ORMSBEE, Inc.
National Representatives
NEW YORK CHICAGO DETROIT
SAN FRANCISCO LOS ANGELES

The Market Basket

Publisher's Paradise

The Book-of-the-Month Club celebrates its third anniversary by pushing its membership beyond the 100,000 mark. Happy the publisher and the author on whom Professor Canby and his "editorial board" may now look with favor.

A hundred thousand guaranteed sales! Whatever some publishers may think of the selections, the book-of-the-month club idea has proved effective in taking much of the risk out of book publication.

The idea is being extended. In addition to the Book-of-the-Month Club, the Literary Guild and the Book League of America, other branches of the business, both in fiction and non-fiction, are applying it. There are, for example, the Crime, the Religious and the Children's Book clubs.

Competition among them is becoming keener. An offer of the "first book free" carried the Book-of-the-Month club over the top. Most of the others are using expected increases in price and other stimulants to get members.

New York on the Map

New York State has appropriated \$14,000 to launch a Bureau of Publicity. Tourists, industries, farmers will be sought.

The action is significant more because it was taken at all than for any constructive work the bureau may be expected immediately to accomplish.

Fourteen thousand dollars is not much of a fund to promote an area of 49,204 miles, containing some 12,000,000 people having wealth in excess of \$45,000,000,000. Cities and sections of California are spending nearly \$2,000,000 each year for advertising. Florida, all told, spends far above \$1,000,000. Detroit, Louisville, Atlanta, Kansas City, New Orleans, Atlantic City, Seattle, Denver, Salt Lake and other cities are devoting to this purpose from \$100,000 to \$500,000 each year. New England is now in the second year of a joint campaign. The states below the Mason-Dixon line are organizing to promote their section as a unit.

Even better "community advertising" news comes from Philadelphia, where (as reported in detail in the news section in this issue) a fund of \$1,350,000 is being raised for a three-

year advertising campaign in behalf of the city's industrial, commercial and cultural opportunities. "Ship via the Port of Philadelphia" will be a slogan. In contrast, New York's publicity plans seem rather scanty. But it is a step in the right direction.

The "Bridge Market"

The "bridge market" has entered the sales programs of companies in a variety of fields. Sheppard Barclay, who publishes the *Auction Bridge Magazine*, estimates the number of people who play the game in this country at 32,000,000 and the playing card companies and makers of bridge tables and favors are glad to confirm it.

For some time bakers, confectioners and ice cream companies have produced spades, hearts, diamonds and clubs (and so, incidentally, have ash tray manufacturers). The National Sugar Refining Company makes its Jack Frost "cubes" in these forms. Now the Union Tobacco Company announces the Melachrino-Bridge offer of sixty Melachrino cigarettes—cork, straw and plain tips, a score card with the latest rules for contract bridge and "two packs of gilt-edge Congress playing cards bearing your monogram"—\$4.75 value for \$2.50.

The Aristocratic Ford

Henry Ford enters the Rolls-Royce market with a \$1,400 "town car."

The body (which resembles Model "A" only in size and the old Model "T" not at all) is "after a design by Le Baron." The car, says Mr. Ford, is "precise and formal in appearance . . . yet wholly without ostentation. Rather it has been built for men of substantial position who value utility equally with beauty and who see the need of a car of this kind to meet today's traffic conditions."

Manufacturers of larger and higher-priced and powered cars will be interested in the reception throughout the country of Mr. Ford's trim and shiny little vehicle. Apparently it has made some rather prominent friends already—among them Percy Rockefeller, Rudolph Spreckels (sugar), Rodman Wanamaker, 2nd (merchant), Conde Nast (publisher) and Pierre S. Cartier, to visit whose jewelry shop Queen Marie once came to New York.

—LAWRENCE M. HUGHES.

The Bottlers' Supply Company
BOTTLE HEADQUARTERS
183 JEFFERSON ST.
MILWAUKEE, WIS.

Pick machine you want
—at the Price You Want to Pay—

Bottle Froth

The Bottlers' Supply Company
SALESMAN'S DAILY REPORT
Firm: _____ Date _____
Town: _____

POST CARD
THE BOTTLE SUPPLY COMPANY,
200 JACKSON STREET,
MILWAUKEE, WIS.

MAILING CARD
THE BOTTLE SUPPLY CO.,
200 JACKSON ST.,
MILWAUKEE, WIS.

The Bottlers' Supply Company
BOTTLE HEADQUARTERS
183 JEFFERSON ST.
MILWAUKEE, WIS.

OUR POLICY
Complete satisfaction guaranteed. If you are not satisfied, we will refund your money or replace the machine at no cost to you.

A BIT OF BUSINESS PRINCIPLE
Here is a simple statement of the value of a bottle of soda water. It is a commodity that is sold every day by the bottle and the case. It is a commodity that is sold every day by the bottle and the case. It is a commodity that is sold every day by the bottle and the case.

THE AMERICAN MULTIGRAPH SALES CO.
1832 East 40th Street
Cleveland, Ohio

MAIL THE COUPON FOR FULL INFORMATION
Let us tell you how the Multigraph can serve your business as it serves the Bottlers' Supply Company.

Direct Mail

The American Multigraph Sales Co.,
1832 East 40th St., Cleveland, O.
Please send a copy of "Direct Mail and the Multigraph" to:

Name.....
Address.....
City.....

The Multigraph produces a 110-page catalog, as well as letters, circulars, and other material for the Bottlers' Supply Company.

Finance your advertising with Multigraph savings

Here's how the Bottlers' Supply Company does it

"Practically every bit of our printing—yes, 99% of it—is done in our office at a tremendous saving. If it were not for economies Multigraph effects in our business, we could not possibly carry out our present advertising program . . ."

"Our business for the first six months of this year has shown a tremendous increase . . . traceable directly to one source . . . direct mail advertising produced on our Multigraph . . ."

These paragraphs are from a letter signed by Ray F. Beerend, president of the Bottlers' Supply Company, of Milwaukee.

THE MULTIGRAPH

634,483

... the average daily
net paid circulation of the
New York Evening Journal
for the six months ending
March 31, 1929

THE New York Evening Journal
has MORE THAN DOUBLE the cir-
culation of the next largest standard
New York evening newspaper . . .
and the largest circulation of any
evening newspaper in America.



NEW YORK EVENING JOURNAL

*One of the 28 HEARST NEWSPAPERS read
by more than twenty million people*

CHICAGO:
Hearst Bldg.

DETROIT:
General Motors Bldg.

NEW YORK:
9 East 40th St.

ROCHESTER
Temple Bldg.

BOSTON:
5 Winthrop Sq.

*Member of International News Service and Universal Service
Member of Audit Bureau of Circulations*

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME EIGHTEEN, NUMBER FOUR

NEW YORK, N. Y., APRIL 27, 1929

Studebaker's Latest Plan for Qualifying Salesmen

THREE years ago Studebaker undertook a limited survey which showed that our retail selling forces and the forces of our dealers were not too exact in their work.

As a consequence we sent eight investigators to various parts of the country. They were to call on our dealers and their competitors, and were to learn first-hand about automobile salesmanship.

What they learned was plenty. Not 10 per cent of the 2,000 salesmen they interviewed knew where they were going in their conversations. They simply did not have an objective.

We don't believe in canned sales talks, but we do believe in planned selling. We believe that a salesman has to have a planned outline for his work so he will know where he is going and how he is going to get there.

After this investigation, we started to formulate a sales course for Studebaker salesmen. We avoided, carefully, everything in the way of pep talks and inspirational speeches. That belongs to the past decade. We wanted to uncover the most effective way of presenting our merchandise.

First, we went to our engineers and learned all that was possible about our products. Then we took the reports of our investigators and culled from them the arguments used by the best salesmen in putting their points over. Next, we went to our dealers and interviewed their leading salesmen. They gave us their methods of presenting given sales points. After we put this material in shape, we sent it

As told to James C. Grant

BY PAUL G. HOFFMAN

Vice-President, The Studebaker Corporation of America, South Bend, Indiana

By next July Studebaker will not have any man in the field who has not had a special training course designed to teach him how to sell by plan. This course, developed from actual experience, was established after a special investigation disclosed a tendency among the salesmen to use slipshod tactics.

to our best sales managers in the country. They reviewed it, and the result was that we built a sales course from actual field experience without a single word of inspiration.

It was a successful piece of work, and we secured approximately 5,000 subscriptions to that home study course. After a year, we made a number of changes. In this course we incorporated all we had learned about selling in the study of these salesmen during the year.

This sales course was put in the hands of 6,000 salesmen who subscribed to the second course. It is a sales portfolio which is a tabloid presentation of our sales story. Automatically, it provides the salesmen with a planned sales talk.

This sales course is practically all pictures and has very little text. We leave it to the salesman to supply the words. We give him the pictures.

The second home study course has

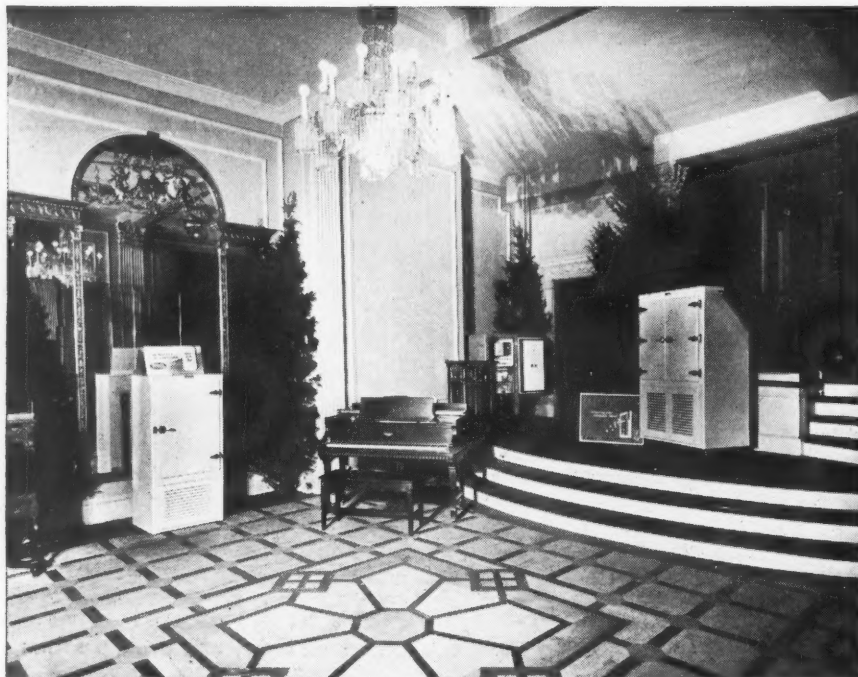
measured up to our highest expectation and results. Yet about a year ago, I had one of those shocking experiences that come to us all at a time when we feel we are sailing along smoothly and happily.

In our sales department and factory, we conceive it to be our purpose to help our 4,000 dealers in America and our 2,000 dealers in the export field make more money as well as sell more cars.

In carrying forth this program, we have made a very comprehensive study of the dealer's business from a standpoint of commercial operation. We have spent almost a quarter million dollars in analyzing dealer successes and dealer failures. From this research we created a systems department to assist our dealers in handling sales, accounting and service layout problems. These are like the blue prints of a house—if a dealer wants his busi-

(Continued on page 216)

A Sturdy New Selling Plan



Distributors for the new Electrolux had to meet rigid specifications. In Boston a franchise was let to the oldest and most successful piano and musical instrument firm.

FROM receivership and reorganization to profits in 362 days—that is the record of Servel, Inc., during the past year. Due primarily to a too energetic effort at production and distribution in the pioneering stages of the automatic refrigeration industry, as well as to an attempt to compete in the lower-price market with a quality electric refrigerator, the company went into receivership in the late summer of 1927. The reorganization was effected January 3, 1928, and the financial report recently published showed profits of \$236,398 for the twelve months ending December 31, 1928.

This would be an unusual accomplishment in any line of business, but it is little short of remarkable in a field so highly competitive as automatic refrigeration. In the course of the achievement gas refrigeration for domestic purposes has been firmly established in America through introduction of the Electrolux refrigerator, and the company also perfected its manufacturing and servicing facilities to a point where the Servel line of high-grade electrical refrigerators is competing on a profitable basis.

Sales quotas were attained throughout the first twelve-month period ex-

cept during two brief occasions when plant rearrangement and expansion were being effected. Although the sales quota was tripled for this year, it has been more than met for the first three months. During the first quarter of 1929 the dollar value of refrigeration sales was more than six and a half times as great as during the same period of 1928. Seventy-seven of a proposed eighty-two distributing franchises for major operations have been arranged since the reorganization, 241 utility companies are distributing Servel refrigerators in a major way in other important trading areas, and more than 900 dealers have been signed up and are actively pushing the Servel lines.

Col. Frank E. Smith, an industrial engineer with similar achievements in other industries behind him, effected the reorganization of Servel and put the job over. The accomplishment was largely one of sales and distributing organization, which he entrusted to H. W. Foulds, vice-president in charge of sales. In effecting the reorganization Colonel Smith decided to push the newly acquired Electrolux gas refrigerator. It meant convincing the public that "freezing by heat" was possible with the economical gas

Based on an interview by John Kelly
with

H. W. FOULDS

*Vice-President Servel, Inc.,
New York City.*

flame—getting over the knowledge that a domestic refrigerator, without moving parts and therefore absolutely silent, was a reality.

Mr. Foulds says the fundamental necessity of the reorganized company at the beginning of the operations fifteen months ago was to obtain distribution on a profitable basis during the first year. As a nucleus for a distributing organization, almost 90 per cent of the former Servel dealers remained available, although the settlements he had effected with them had entailed loss to many. However, they were electric refrigerator dealers and in many instances were not equipped to market the gas refrigerator.

It was a question whether to build up a distributing organization around former dealers, despite the existing handicaps, or to establish an entirely new organization. The latter policy was decided upon. Sales possibilities were envisioned on the basis of trading areas, and the country divided into twenty-one sales districts, with one or more important cities and its trading area in each district. Sales in each trading area were to be franchised to a single distributor, who would organize the territory. In view of the company's selling manpower and the amount of business reasonably expected, the initial plan was to effect distribution throughout the country, even though thinly, by getting at least one distributor established in each of the twenty-one districts. That seemed the limit of organization in the first twelve months. Later, as distribution was effected in an increasing number of territories and the company's organizing force was expanded, it was found advisable to revise the first plan of sales operations, and thirty-two districts were laid out in place of the original twenty-one. This provided for a more intensified coverage.

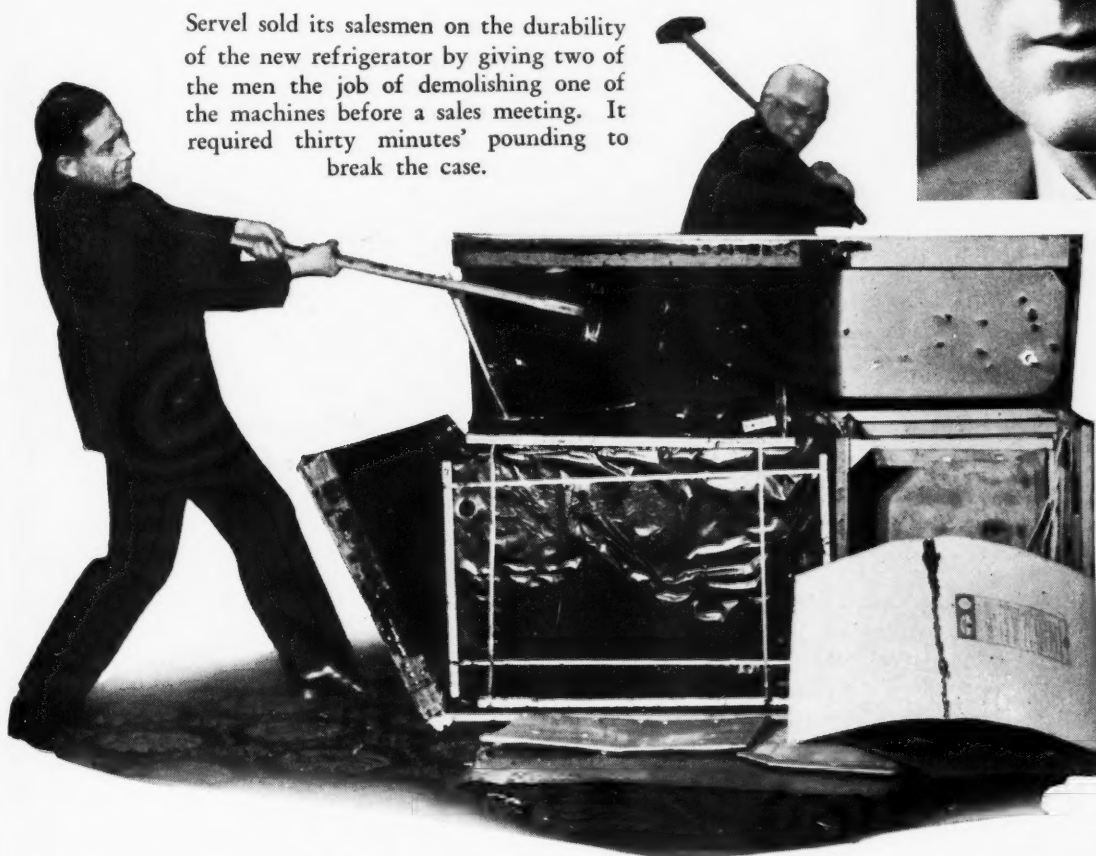
The whole success of the sales policy naturally depended upon the people to whom distributing franchises were given. Mr. Foulds drew up definite distributor specifications

Pulls Servel Off the Rocks

In January, 1928, Servel, Inc., was in receivership. By the end of the same year the financial report showed \$236,000 worth of profits. How the company rebuilt the sales force, set up new distribution machinery, and developed a successful plan of localized advertising, is explained here. Servel's zone plan of organization and supervision is described.



H. W. Foulds, who, as director of sales, has been largely responsible for pulling the Servel balance sheets out of the red.



Servel sold its salesmen on the durability of the new refrigerator by giving two of the men the job of demolishing one of the machines before a sales meeting. It required thirty minutes' pounding to break the case.

of which were organized by the end of spring, distribution through most of the summer was extremely thin, yet it proved adequate to move the factory output and yield a profit.

The work of establishing franchises continued all last year and is still proceeding.

and when gas utility companies could meet the specifications they were offered the franchise. Otherwise, he was forced to seek the independent merchant.

The immediate sales problem, therefore, was to sell a business opportunity to utilities or independent merchants with adequate capital and experience. However, the newly reorganized Servel was an untried company, and its gas refrigerator was new to the American market. Utilities and independent merchants were alike loath to tie themselves up until a measure of success had been achieved, yet competent and

adequately financed distributors were the one element necessary to success.

Starting with an initial sales force of fourteen men, each of whom had to be specially trained, the work of establishing distributors was rushed through the early months of the year. The status of the utilities in the various key cities was analyzed and direct negotiations begun. Through the medium of banks and advertising in the trade press, newspapers and magazines, contact was obtained with likely independent merchants. While first efforts were expended in the key cities of the larger trading areas, many

ing. The territorial division called for eighty-two major franchises for Electrolux distribution as the chief bases of operation, and to date seventy-seven of these have been placed, about half with utility companies and the other half with independent distributors. In addition, of course, franchises have been given to utilities in 242 other trading areas. While the need for distribution was urgent in each locality, the company rigidly maintained its policy of giving franchises only when specifications of adequate sales and merchandising

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2. What are the most effective forms of local advertising?

3. What can the dealer afford to spend for local advertising?

Replies were received from 3,511 dealers, or 16.45 per cent of the 22,000 to whom the questionnaire was sent. Their answers, we believe, constitute the most authoritative information on paint advertising and merchandising possible to obtain.

As a result of these findings, we scrapped our complete set-up and prepared an entirely new one.

Regardless of the merits of any service, it cannot produce results unless it is used. Having prepared our new set-up, therefore, we went to great pains and expense to present it so convincingly that dealers would want to use it.

This we did by compiling a rather elaborate prospectus for the assistance of salesmen making the presentation. They all carry a copy of this prospectus and make the presentation to their dealers, preferably somewhere away from the store, where they will not be interrupted.

Analyzing the Market

The presentation begins with an analysis of the local paint market, showing that actual retail sales of paint and varnish average \$22 a family annually, that the potential market is four times this amount, and suggesting that one-half the potential market, or \$44 a family, is a reasonable goal. The figures and estimates in every case are authoritative and supported by ample facts.

The number of families in a dealer's territory being known, it is an easy matter to compare his sales with the average and the potential market and to point out to him that he should get a considerably larger volume of business.

This is of vital interest to him. He is convinced that more business is available in his territory and he would like to get it, but how?

He is then told of the questionnaire that was sent to 22,000 dealers to find out what they consider the most successful methods in merchandising paints and varnish. The questionnaire and the accompanying letter are reproduced, the facts are stated, and the conviction of the results is emphasized.

The findings are taken up one by one and analyzed, charted and illustrated. After going over each of the seven questions and the analysis of replies to each, the "Conclusive Verdict" is reached:

"1. That the dealer is the dominating force in his community;

"2. That specialized products and specialized advertising, backed by a full-line program, offer the greatest sales volume and the greatest profits;

"3. That in selling a product, advertised quality is more vital than price;

"4. That whatever the local advertising be, it must be spread over the entire paint season;

"5. That direct-mail advertising is first in value, with newspaper advertising second, and window displays third;

"6. That the dealer can profitably afford to spend from 2 to 3 per cent of his sales in local newspaper advertising;

A Summary of the Sales Management Plan for Checking Mendacity in Advertising

Reprints are still available on a series of articles published in 1927 by SALES MANAGEMENT magazine, in which there was outlined a plan for protecting the public faith in advertising. It was this suggestion that was recently presented to the International Advertising Association by this magazine, together with an offer of one thousand dollars to support the association in sponsoring the formation of what, for want of a better name, we have called "An Audit Bureau of Advertising." Sales and advertising executives who are not thoroughly acquainted with the details of the plan may have reprints by writing to SALES MANAGEMENT, 420 Lexington Avenue, New York.

"7. That the paint and varnish dealer who is able to follow most intelligently and effectively the findings of this survey is assured a large share of the most profitable paint and varnish business in his community."

The dealer is then shown how The Glidden dealer can build up a practice, in the most original and effective way, the conclusive findings of this nation-wide survey, so that every Glidden dealer can build up a profitable paint and varnish business.

This synchronized sales plan incorporates direct-mail, newspaper adver-

tising and window-display advertising, all properly timed to work together simultaneously, covering the entire painting season.

The dealer is told what direct advertising can and should do, the four important values in any form of advertising, and how our plan meets all the requirements are explained.

We publish a little magazine, called "Brighter Homes," and mail it free to the dealer's list of prospects, bearing his imprint. Last year the number of copies allowed him was based on the amount of his purchases from us, but we now circularize a list of any reasonable number of names for "A" class dealers who guarantee 75 per cent of the names are of property owners.

The magazine is planned to incorporate attention value, reader interest, retention value and continuity. It is mailed the first week in each of the painting months—five or six issues a year. It features articles, stories and helpful suggestions, all having at least some relation to paint, varnish, lacquer or enamel, and is profusely illustrated. Of course, it carries Glidden advertising.

Magazine Printed in Color

Last year we published the magazine entirely in rotogravure, but as it is our business to feature bright colors, at the beginning of 1929 we came out in full color. This applies not only to the cover, but to illustrations and advertisements all the way through.

Even we, ourselves, have been surprised by the remarkable effectiveness of this medium. Last September we sent a questionnaire to 15,000 property owners who had received four issues of the magazine and found from the replies that it has an average of three readers a family, that 97 per cent of those who replied have found it interesting and helpful, 93 per cent said it had suggested new uses for paints and varnishes, 66 per cent had bought painting supplies through the local dealer, 96 per cent wished to continue to receive it, 5 per cent offered good suggestions for improving the magazine and 95 per cent thought it was quite all right as it was.

At the same time we sent another questionnaire to every "Brighter Homes" dealer and learned that 95 per cent have found it helpful, 94 per cent said it had brought them business and 92 per cent said it had brought them new customers.

So much for the magazine.

From our survey we also learned newspaper advertising is second in effectiveness, but the dealer should

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How to Design a Product to

The First of Two Articles

*Illustrations by
Underwood & Underwood*

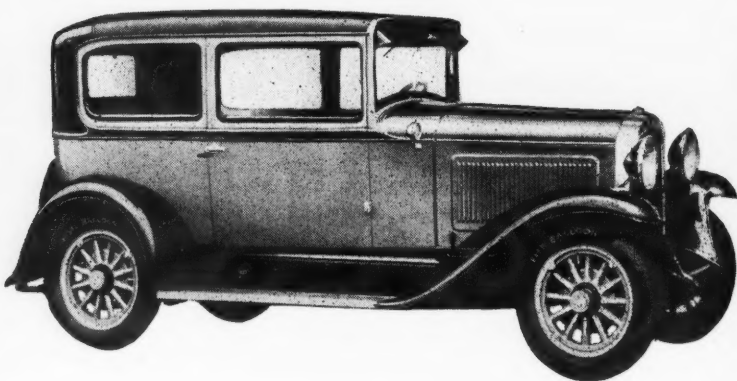


Mr. Suhr sees selling problems not only from the point of view of a stylist and illustrator, but also as a practical merchandiser. He has sold baking powder, toilet products and pianos; he was at one time advertising manager for the National Dollar Shirt Shops. More recently he was art director for The George Batten Company, and for Lord & Thomas. Until last June he was a partner in the firm of Cowan, Dempsey & Dengler, New York.

MERE excellence of design in a product meant for mass consumption is not a guarantee of sales success. Its design must be combined with merchandising sense and be keyed to what the public wants or can be made to want with normal sales stimulation.

The experience of one of the country's largest writing paper manufacturers is a case in point. This manufacturer had been hearing a great deal about art in industry and the public's sudden "understanding" of the "beautiful." Surely, thought this manufacturer, here was the opportunity to make up some papeterie designs of true beauty and sweep the market. Why, competition, with its trite line of papeteries, would be left far afield! Beauty in papeteries—art in writing paper—became this manufacturer's operating credo.

The manufacturer secured the services of some of the finest designers in the country, men with a true sense of art values and facile wrists, to express these values. Eight designs were made, each a thing of beauty. Shown to a style and merchandising expert, they were considered by him excellent for a small audience, but over the heads of the country's masses. Nevertheless, the manufacturer, insisting that art had come to in-



If you want the thousands of Sweeneys to buy your product, do not design it for Stuyvesant taste, says Mr. Suhr. The lower-priced motor cars are not up to the higher-

Capture the Popular Fancy

dustory, made up 40,000 of these eight designs. That was three years ago and 38,000 are still in the warehouse, proof that art, good art, real art has not yet come to industry that expects to sell in volume.

As an epilogue to this costly lesson, the manufacturer sought the aid of a merchandising stylist who was commissioned to design eight more papeteries. His first step was to survey what the public was then buying. Next, he modified the new line a step higher but along the direction public taste was taking. His rule was not to create something beautiful, but something that would sell. In doing this, if he could use the principles of the best design, he would do so only too gladly because the standards of good design are well established and, therefore, the problem is simplified.

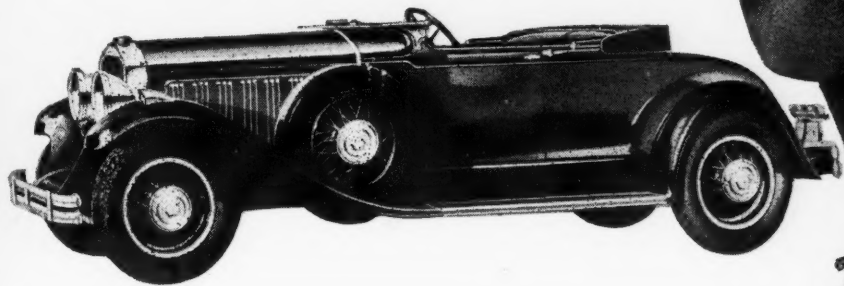
Style-analyzed and created to this analysis, these designs swept the field and after two years are selling as strong as ever, bringing volume to the manufacturer, if not true and unadulterated beauty to the esthete.

Giving the public what it can be made to want, that is, keeping just a step ahead of the public's capacity for appreciation, is intelligent styling. Style, rather than being art in its accepted sense, is sound merchandising, which in the last analysis is giving the public what it wants.

The same importance of this definition of style as against art holds true in the housefurnishing field, about which most of the art in industry propaganda has centered. A New York company which has for many years enjoyed an enviable reputation in the manufacture of china tableware took up, some two years ago, the art in industry movement. Well-known designers worked out several designs that, once on the market, made hardly a sales ripple. Too much art, unfortunately. The designers had been given a free hand and with this free hand had overreached the public's appreciation. The company's staff designers, who are essentially merchandising stylists and who have always been designing toward the end of giving the public what it wants, were given the task of designing a new line, using the work of the nationally known designers as an inspiration. These designers com-

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BY FRED SUHR



priced cars in standards of design because the better designs are over the head of the product's market. Designs should be improved gradually, slightly ahead of popular taste

When the Buyer Hesitates at the Dotted Line

BY MAXWELL DROKE

OF the thousands of letters which passed over my desk in 1928, I salvaged only a flimsy handful giving evidence of unusual ability in making up the other man's mind.

Not all of the remaining letters were poor. Many of them were ably constructed; cleverly written. But they lacked the spark of a master mis-sive.

These letters weren't necessarily failures. A commonplace letter, like a faithful, plugging salesman, will get some business, if the proposition is sound. But a psychologically sound letter, like a star salesman, will get more orders at a lower cost.

"Psychologically sound" has an academic ring. It appears formidable; but really isn't at all. I mean simply this: A letter getting down to raw fundamentals; a message written by a man who knows how and why human beings think—the arguments and appeals which will set readers to nodding at the first few paragraphs.

Welfare Appeal

Let me demonstrate. Let's begin by considering the most primitive of all instincts—the preservation and welfare of self and family. We'll analyze a letter built around that very point. Harold Lewis, president of Coyne Electrical School, sends this thought-stirring appeal to a prospective student who has received "the words"—a man who has been bombarded with a number of letters, catalogs, etc. Do you wonder he "gets his man"?

A lot of fellows in this world seem satisfied if they can hold a job that pays them \$25 to \$30 or \$40 a week.

They are holding what I call "blind-alley" jobs, no future, no prospects of advancement, but excellent prospects for getting fired most any day if business gets dull or the boss comes down some day with a grouch.

Then, when they lose their job, they find, when they go out to secure another one, there's about a dozen out of work for each job that's open, for nine times out of ten the job they've been holding hasn't fitted them to do anything but that which any man could learn in a few days.

These fellows go on day after day,

When the prospect is half interested in your proposition and you need a sales letter that will clinch the order, use some of the ideas Mr. Droke outlines in this article. He presents here a number of excellent letters that have succeeded in making up the buyer's mind collected over years of direct mail experience.

month after month, year after year, always thinking, "Well, some day I'll strike it lucky and then everything will be rosy." But somehow, after five, ten or fifteen years they find they're in about the same place they were when they started.

Now the sad part of the whole thing is not that this fellow has made a failure and hasn't enjoyed any of the good things in life; no indeed, if it was only himself it wouldn't be so bad.

But, sooner or later, he meets the girl, then later he gets married, and the tragedy of the whole thing is that the girl he marries, the girl who is entitled to happiness and some of the luxuries every good girl is entitled to, must wear made-over clothes and worry every day about existence, and, worst of all, the children will be deprived more than the mother, for they will not have the things they should have and could have if their father made the money he should. They will have to quit school before their education is completed, and doubtless have to go to work at an early age to help carry the burdens of the family expense.

* * *

The letter then goes on to present the school's proposition and the prosperous future that awaits the man who has technical training.

Here is a letter used by a business college which is quite as sound psychologically, but employing exactly the reverse process of reasoning. Is it a better letter than the one Lewis used? Why?

Dear Mr. Jones:

I have just blotted the ink on my signature to a Passport of Success—the official diploma of a graduate who, six months ago, came to the uni-

versity with absolutely no commercial experience. Today he leaves us fully trained for the battlefields of Business. A splendid position awaits him. On next Monday morning he will start to work at a salary fully twice as great as he could have hoped to command half a year ago. Just think of it! Earning capacity doubled in the space of six months! And, what's more, he is in a direct line for rapid promotion.

That's what specialized business training can do for you!

* * *

Tests have proved that this type of letter is more effective than one which paints a pessimistic picture.

First, we are appealing here to Youth—the high school student who is looking at life through rose-colored glasses. Lewis, on the other hand, is going after a man five or ten years older—an unskilled laborer whose sweat and backache aren't manufactured in a gymnasium.

You can't scare our youngster with threats of old age and responsibilities—to him they seem practically a lifetime away. But the older man knows the Wolf as a personal enemy. He has seen his fangs and heard him howl outside the door often enough to know that he isn't a stuffed museum piece.

But there is one thing this young chap can understand—increased earning power. The world is so full of a number of things he wants—and he has common sense enough to see the way to get them is to learn to make more money.

One of the biggest obstacles in getting business by mail always has been overcoming the feeling it is "too much bother" to fill out an order form.

Let's take up this problem: We are selling an assortment of thread to

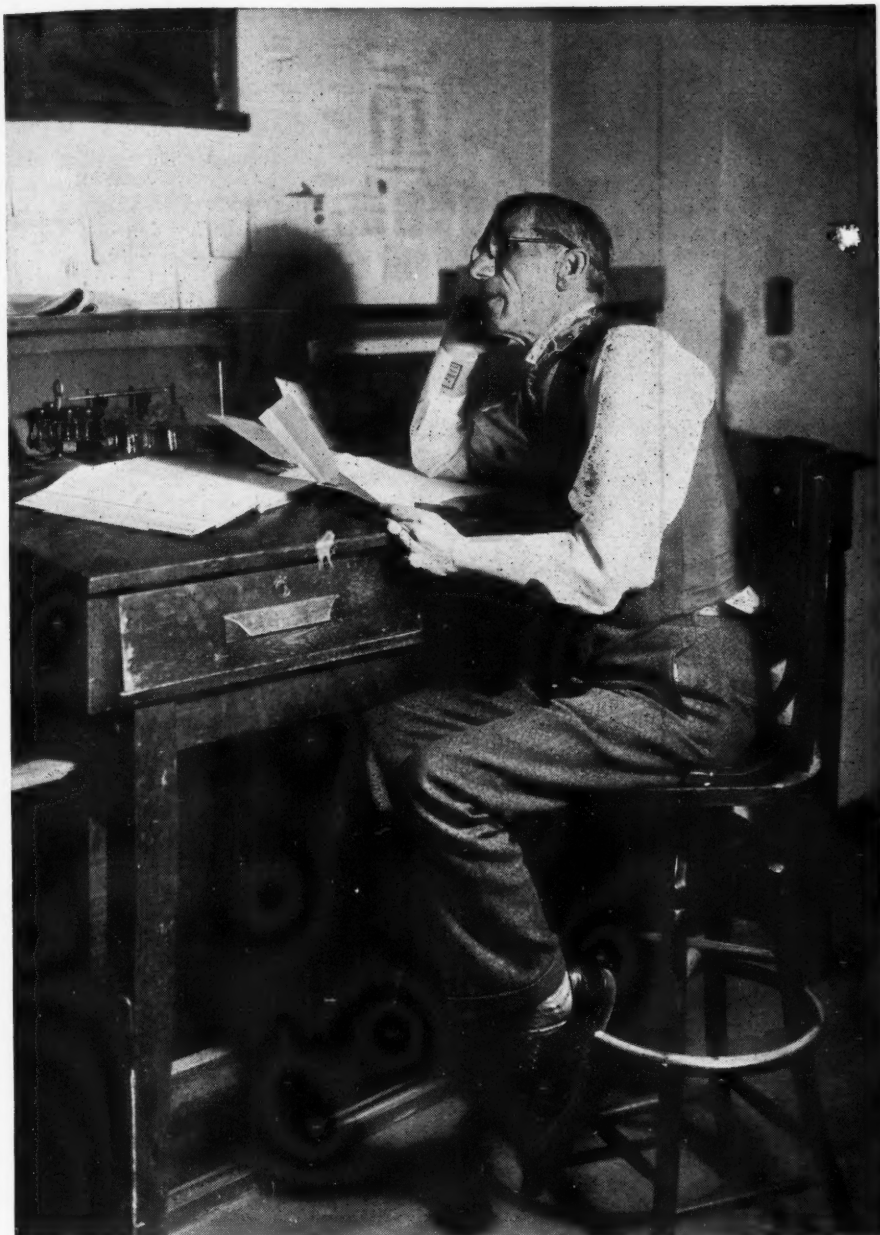


Illustration by Lazarnick

"..... Mother must wear made-over clothes
worst of all, the children will be deprived of more than
the mother"

shoe repair shops. Our proposition saves the shoemaker \$1.50 on a pound assortment. Suppose we start our letter with the rather obvious, "Take advantage of this special offer and save \$1.50 on a pound of thread."

What happens?

Our prospect makes the natural observation, "Oh, \$1.50 doesn't amount to much. I guess I won't go to all the trouble of ordering."

But let's make that small saving look big; that "big bother" look small. Here's an appeal that was used with signal success:

Suppose someone should come into your office today and offer you \$1.50 just to write your name and address on a handy slip of paper.

Why, you would jump at the chance!

And that's practically all you have to do to order a trial pound of Alco Brand Thread—and we guarantee you a clear saving of \$1.50 on every pound you use!

Of course, you've heard of Alco Brand Thread for patching, repairing, and making uppers. It's made and backed by one of the biggest thread concerns in the country. Shoe repairmen have accepted it as a standard for nearly twenty years.

Now, the price of a pound box of Alco Brand Thread (eight large spools) is \$4. That's what you would pay if you bought it in the regular way. But if you will accept our special direct-from-the-factory offer, and

send in your order by mail, doing away with the middleman's profit, and heavy sales expense, you can get this regular \$4.00 value for only \$2.50—a saving of 37½ per cent. And all you need to do is write your name and address on the handy order form, and indicate the color assortment you desire.

* * *

Here's a powerful example of the "comparison" letter. Notice how the writer compares his proposition with standard fixtures found in almost every merchant's store. See how, step by step, we make up the other man's mind that ours is an unusually fair proposition:

Dear Mr. Merchant:

This is the most remarkable offer any man ever made to you. I'll be downright frank and say that I wouldn't have the nerve to make this proposition except for the fact that I believe so wholeheartedly in the product I am turning out.

Treatment Compared

Take just a moment to think back over your business experience. Did the man who sold you your cash register say, "Here, put this device in your store and try it out for thirty days. If you find that it saves money for you, keep it; if not, send it back at our expense?" Did the showcase people make you that kind of a proposition? Did the soda fountain folks put it up to you that way? No, sir? Every single one of them tied you hand and foot with the strongest kind of a contract.

But I figure that I don't have to do that. Because I have a device that is a proved money-maker. And I know that you aren't the man to send back an article that is turning in real profit to you every day in the year.

So, I am saying to you, "Here, sir, is my proposition": I'll put a Nut Toaster in your store for thirty days, with the distinct understanding that you are at perfect liberty to send it back, at the end of that time, if it hasn't fully proved every claim I make for it as a profit producer. I don't want you to keep it unless it proves a real money-maker. All I ask now is that you advance a trivial sum to cover the actual cost of assembling, packing and shipping the Nut Toaster (we prepay transportation charges). The balance you may pay in small installments out of the profits that the machine makes for you.

Turn the pages now and read all about my remarkable offer.

* * *

Here is a letter I am passing along because it displays an almost uncanny knowledge of human nature. It was

sent out by a firm specializing in the management of downtown office buildings:

Gentlemen:

Men who profess to know a great deal about business psychology and that sort of thing, tell me that busy executives won't do a simple little thing that I am asking.

I wonder if perhaps the experts aren't mistaken.

Now, here is the situation: We would like to know the name of the man in your organization who negotiates the lease for office space. We have no intention of annoying this gentleman with high-pressure salesmen. Your time is too valuable to be wasted needlessly; and besides we don't believe in "doorbell-ringing" tactics.

But we would like to write this interested executive an occasional letter, bringing out some interesting points about the office building under our management, and the unusual things we're doing to add to the comfort and convenience of tenants.

Of course we understand perfectly that it may be months—perhaps years—before you will again be in the market for office space. But in the meantime we will be grateful for the privilege of telling our story.

It will take perhaps twenty seconds to write the individual and firm name on the attached card, and slip it in the outgoing mail basket. Will you do that for me right now, while you think of it? Thank you!

* * *

The clever touch in this letter comes, of course, in the opening paragraphs. Human nature being that what it is, we all are secretly fond of showing up the experts. The natural tendency, under the circumstances, is to grant any reasonable request, if for no other reason than to "show those guys" they don't know what they are talking about. Thus this modern Tom Sawyer gets his fence neatly whitewashed with a small expenditure of time and effort.

(This is one of a group of articles by Mr. Droke. The next will appear in an early issue.—The Editors.)

trade-mark equities nothing is more remarkable than the extension of the ban on the "descriptive" to encompass sales instructions. The principle is set up that the language of buying is common property, and, just as quality-marks or grade-marks must not be fenced off, so must the standard invitations to purchase be left for the free use of all traders.

The new stricture is well illustrated by the refusal at Washington to allow the Standard Oil Company of New Jersey to sew up the slogan, "Take It Yourself," as a trade-mark for oils and greases, etc., taken from coin-operated, gasoline-dispensing pumps. In the same mood, Washington has refused to sanction "Servself" as a trade-mark for lunches, sandwiches, etc., packaged or wrapped for appropriation by the customer. The Patent Commissioner feels that in view of the growth in retail trade of the practice whereby the customer helps himself or is served by automatic vending mechanism, closer guard must be kept against raids upon the language of the cash-and-carry era.

"Silk-lif" vs. "Silk-Life"

A showing of proximity of sales routes recently served to nullify a plea of differences in goods. Arthur B. Cosby of Chicago, trading as the Boulevard Sales Company, tried to make out before the tribunals at Washington that his use of the notation, "Silk-lif," on a hosiery and lingerie compound would not be confused with the mark, "Silk-Life," appearing on the soap of Lightfoot Schultz Company of Hoboken, New Jersey. The supposed distinction between a "compound" and a "soap," used for like purposes, went for naught against the showing that goods under the respective trade-marks are sold in small packages, over the same counters, to the same class of purchasers.

After several years of increasing recognition at the U. S. trade-mark bureau at Washington it is becoming something of an old story that a showing of heavy volume of sales over a prolonged period will do more than anything else to entrench an established trade-mark against imitators, conscious or unconscious. This spring Lever Brothers Company of Cambridge, Massachusetts, was permitted to keep the term "Lux" strictly to itself largely because sales books were opened and proof offered that during the past ten years sales of Lux have aggregated more than 800,000,000 packages on an average advertising expenditure of over a million dollars a year.

Recent Trade-Mark Cases Prove Sales Conditions Dictate Privileges

BY WALDON FAWCETT

IF there had been any lingering doubt that trade-mark rights are direct-gearred to sales it has been removed by the events of the past few weeks. In the course of a contest with Annie M. Malone of St. Louis, the Aladdin Products Company of Chicago advanced the theory that there is no harm in brand duplication or near-doubling if the wares under the parallel trade-marks are sold to different classes of people and reach consumers through different channels of distribution.

Aladdin company, marketing a shampoo soap under the trade-mark "Joro," was complained of at Washington by Annie Malone, doing business under the name of Poro College, who has, from an earlier date, been using the brand "Poro" on shampoo in cake and liquid form. The defense of the Chicago concern was that there was, in this instance, no harm in the double-tracking of names and no danger of confusion in trade because Malone sells to colored people through agents, whereas Aladdin distributes to white folks via drug stores.

President C. C. Huffman of Aladdin Products Company went to some pains to build up his theory that markets may be zoned as effectively by

selling customs as by geographical boundaries. In a thorough canvass of retail districts he never found any "Poro" products in any drug store. He was unable to buy any in the subsidiary of the Poro College in Chicago nor were members of his sales staff any more successful. A salesman covering the colored district of Chicago's South Side reported that he had been unable to sell "Joro" in that section because the colored people did not use it.

Despite this brave showing of sharp cleavage in the distribution structure, the U. S. Commissioner of Patents, as overlord of the Federal clearing house for trade-marks, would not concede that it was sufficient to hold apart reminiscent trade-marks. The reviewing authority said that the method of marketing Poro goods (exclusively through 80,000 agents) may be such that these goods would not be likely to be purchased by members of the white race. But he did not deem it probable that members of the colored race would not purchase "Joro" soap believing they were purchasing the Malone preparation.

In the new-found consciousness at the Patent Office of the interdependence of sales conditions and

Some Wide-Awake Sales Ideas Arouse a Sleeping Market

BY LAWRENCE M. HUGHES

The Webster & Southbridge Gas & Electric Company, operating in a staid New England community of 55,000, jumped sales of appliances from \$300 a month in 1928 to more than \$12,500 a month.

PEOPLE are talking about electrical appliances up in Southbridge, Massachusetts, now—and the sales curve of the Webster & Southbridge Gas & Electric Company has gone up 4,100 per cent in a year.

It was largely R. D. Webster's idea. When Mr. Webster became sales manager of the company, a year ago last January, its appliance business in this territory of some 55,000 population (80 per cent of whom live in wired homes) was only \$300 a month. At the end of January, 1929, it was \$12,500.

Mr. Webster found Southbridge a rather tough problem. Although a fairly busy manufacturing town, its people were even more conservative than semi-rural New Englanders are supposed to be. Located on a two-day branch line, for a century and a quarter it has grown up apart from things. In the use of electrical appliances the people of Southbridge were at least five years behind the times.

In January, 1928, the company had no sales organization. It did virtually no advertising and the only "juice" consumed was for lighting.

Once a month customers came to the office to pay their electric light bills. It was a perfunctory operation. Entering, they would make a bee-line for the cashier's window, pay their bills and go out the way they had come. In the office the company had a number of appliances on display, but almost invariably these were ignored.

Even before he started to sell and to advertise Mr. Webster decided to break this "line of march." It would be a moral victory. He planted an electric refrigerator, halfway between the door and the cashier, squarely in the path. Customers had to walk around it. They must see it. Some of them did see it and spoke of it.

But to get them really talking about electric appliances, Mr. Webster had to develop more aggressive methods. He established a sales force—now numbering ten men. He advertised in newspapers, on the backs of bills and envelopes and in other ways. He concentrated, one at a time, on specific appliances which were then most seasonal. He made special prices, special rates and club offers.

But to get people really interested he had to use more imaginative methods than these. For the first seven months of the year sales increases went steadily along. But August presented a difficult problem.

In the electric appliance business August and January are normally the worst months of the year. In Southbridge August is especially quiet. The people who have money, and who are supposed to be the best prospects for electrical appliances, go to the mountains or the seashore.

Mr. Webster's job was to maintain the upward sales curve in a dull month by stimulating business among people who, ordinarily, would not be considered good prospects at all. He decided to concentrate his efforts on a popular-priced washing machine, to sell at \$99.50.

With the cooperation of Lever Brothers, manufacturers of Rinso, he arranged a tie-up with about ten general merchants in this locality in which 1,200 people participated. Twenty-three washing machines were sold in August, and twenty-one, riding in on the momentum of the original contest, in September.

The company increased sales in washers 45 per cent in the month and brought the monthly sales curve up from \$5,250 to \$7,800. The month which should have been the worst became the best. With the sale of the washer he promoted a low-priced



R. D. Webster, sales manager of the Webster & Southbridge Gas & Electric Company, promoted a contest that made August, normally the duller month of the year, the peak month of 1928.

flatiron, in order to get more diversity of sales and a greater consumption of electricity.

The effects of the contest did not end there. Not only did it sell Rinso for the merchant, but it brought people into his store for other things. It enabled the Webster & Southbridge company to establish ten "branch stores," where it had no rent to pay, and merchants anxious to promote their lines. Furthermore, almost all of the 1,200 people who took part in the contest were housewives or their husbands—all of them actual prospects for washers. The participants submitted their names on slips, which the company later used as a prospect list. The contest also stimulated telephone and personal calls, and created, indirectly, interest in other electrical appliances.

In January of this year, another notoriously dull month, the company sold seventy-seven washers by initiating an instalment plan, good for that month only, enabling people to buy a washer for the first time on a small down payment. Twenty-one washers were sold on the last day of the month. Nine of them went to neighbors on one street.



"Hey Tea — We're in the basket too!"

This car card is content merely to release in the mind of the reader a train of imagery which is far more effective in its impression than any attempt at literal expression of the same sales idea could possibly have been.

The Proverbs of Solomon

BY ROY W. JOHNSON

AN old and valued friend, scholar and teacher, as well as business man, comments on these articles as follows:

"Not merely once, but twice over I've read your chapter VIII. To the bludgeoners who assail, you are a rapier. It was good to tell the world what you think of mendacious advertising. Now if you can get the Big Ones away from the platitudinous, the monotonous, the weak superlative, your halo will be 18 carats fine.

"But what you want—simplicity with high distinctiveness—isn't easy to come by. It was Eliphalet Nott, I think, to whom a student was averring that the Proverbs of Solomon weren't so much; 'anybody could make them.' 'So? Make a few!' says Eliphalet. Your 'ardboiled critics will be asking you to make a few ads—or at least to point out some specific instances where the thing has been successfully accomplished. To me, this is all plumb good stuff. But to the pragmatist type of mind a few specific instances from advertising will carry more weight than all the analogies you can draw from the whole universe of literature."

It is true enough, of course, that specific instances in which copy writers have been permitted to transgress the restrictions and limitations and break loose from the literal and obvious are

Is the public "too dumb for the copy"—or is there a possibility that the copy is too dumb for the public? Mr. Johnson has been pleading for a more effective use of imagery and connotation in advertising. This time he presents some concrete examples showing how several concerns have successfully employed the type of copy he is discussing.

not as thick as blackberries. If they were there would have been no occasion for these articles. On the other hand, it is not necessary to equip an expedition to the South Pole of research in order to discover enough instances to suggest, perhaps, that the thing is practical.

The last year I spent on the editorial staff of *Printers' Ink* was enlivened, among other things, with a vigorous and, at times, acrimonious controversy over credit for originating a phrase that was widely used as a slogan. I suppose we printed a dozen letters on the subject, and they kept coming in for some time after we stopped printing them. An appeal to Caesar in the

person of the advertiser using the phrase did not by any means settle the argument or quiet the indignation. For aught I know, the question may not be finally settled to this day.

A tempest in a teapot, to be sure. The point is, however, that the phrase in question was instinctively recognized as so forceful and luminous that the credit for its composition was considered worth contending for. But nobody, so far as I know, ever rose up to point out (what is obviously the fact) that the phrase "Say It With Flowers" is a pure figure of speech, above and beyond the grasp of the synthetic dumb-bells of the statistical hypothesis.

Six months average
circulations of the
New York News were

1,273,946

DAILY

1,588,572

SUNDAY

These are the largest circulations in America
—and still growing! Buy on a rising market!



The new News Building at
220 East 42nd St., New
York. Ready in May, 1930

Thirteen and fourteen minds to the contrary, there was no questioning the forcefulness of that phrase. Yet its forcefulness plainly lies in its connotations and nowhere else. In its literal and obvious denotation, it is virtually meaningless; its value lies entirely in what it leaves unsaid.

Recently I called on an agency executive asking him for some information about a certain car card one of his clients had run a year or so ago. He expressed considerable surprise that I should be interested in that particular piece of copy. "As a matter of fact," he said, "the response received from that card was simply extraordinary. It won't be putting it too strongly to say that it made fifty times the impression of any other card we ever ran for the client, and we have been rather puzzled to explain why. But how the dickens did you happen to pick it out?"

The Source of Its Force

There is nothing mysterious about it. And, to my mind, at least, there is nothing surprising about the impression made. For the forcefulness of the card was derived from the same source as the forcefulness of the phrase "Say It With Flowers"; namely, the reader's *own thoughts*. Take a look at the reproduction and then exercise your ingenuity, if you care to, in producing an obvious and literal statement to match the sharpness and the comprehensiveness of "Hey, Tea, We're in the Basket, Too!"

To what extent the rather conspicuous success of the R. J. Reynolds Tobacco Company is due to the advertising of Prince Albert Tobacco and Camel Cigarettes, it would probably be hard to demonstrate. I should think it likely, however, that this advertising would be pretty generally classified as "successful" without the necessity for very much argument. And of all tobacco advertising, it has probably placed the least reliance upon the presentation of literal and obvious facts (genuine or alleged), or upon attempts to give a rational (?) proof of superiority. Prince Albert's "Jimmy Pipe" campaigns were almost purely connotative, and so also is the copy based on the obvious hyperbole of "walking a mile for a Camel." The copy which built up the prestige for the Western Clock Company's Big Ben Alarm Clock was mainly a reliance upon connotations, Campbell's Soups have certainly not lost any good will through the clever, illustrated jingles, and veteran advertising men can certainly remember the outstanding campaigns for Pears' Soap and Sapolio.

If you have been at all familiar with

business papers in the general industrial field at any time during the past twenty-five years you will hardly fail to remember "Hook 'er to the Biler" Ridgeway. Seldom occupying more than a quarter-page, and with no pretensions in typography or layout; with undistinguished line-cut illustrations often not changed from one year to the next; the impression made by this advertising was yet distinctive and incisive. It violated one by one all of the principles of text-book advertising happening to come in its way, and an agency production manager with a decent respect for his professional standing would have torn his hair in despair over it; but it would have been hard to find many readers of *The Iron Age* or *Manufacturers' Record* who did not know it, like it, and look for it, or would not have missed it, if it failed to appear. Not that it presented any new and startling facts concerning steam-hydraulic elevators for industrial plants. There were no facts of the sort to present. But, like the real estate advertisement of Mr. Rowell's I have referred to previously, it conveyed a clear impression of an interesting and thoroughly trustworthy personality. Purely through its connotations, it established the conviction that Craig Ridgeway & Sons of Coatesville, Pennsylvania, were good people to deal with, and that a buyer could place confidence in their promises and representations.

W. L. Douglas Copy

This reliance upon connotation to express purely intangible characteristics of a concern or a product is probably to be more frequently met with in advertising to industrial buyers than anywhere else. The "Hook 'er to the Biler" copy is merely one conspicuous example out of many that might be cited. But instances are not altogether lacking in the general field of advertising to the consumer. The late William L. Douglas once said to me, for example, that nearly every advertising agency of prominence in the country had told him at one time or another that his copy was rotten, and from the aesthetic point of view, he was not inclined to argue about it. The copy was certainly homely, unpolished and unpretentious. But he wrote it himself, and its very homeliness and unpretentiousness conveyed exactly the impression he wanted to make on the audience he desired to reach. Those whose aesthetic sensibilities might be offended, were not likely to be in the market for shoes of the Douglas grade anyway, and to polish up the copy would largely destroy its effectiveness in the minds of the policemen, post-

men, longshoremen and others of like requirements, who formed the backbone of the Douglas business.

To their relatively uncultured minds, the copy unerringly expressed what could never be obviously and literally stated with equal effect; that Mr. Douglas was a simple-minded man like unto themselves, whose word could be trusted and whose product could be depended upon. They bought more than twenty million dollars' worth of Douglas shoes in 1920, and their votes made Mr. Douglas governor of Massachusetts. "It was the copy," he said, "that did it."

It would be difficult, I think, for even Mr. Ellis to hurl the contemptuous epithet of "high brow" at Mr. Douglas, or at Mr. Ridgeway either, for that matter. Yet both made thoroughly effective and highly successful use of the art of leading people to think their own thoughts, which is the secret of forcefulness in writing. As has been said before in this connection, it is not at all a question of writing up or writing down, but simply of writing horizontal.

A "High Brow" Success

And by way of contrast, the most striking example of the use of connotation in advertising I ever heard of is to be found in the campaign of the Canada Steamship Lines to attract tourist traffic for the desperate season of 1921; a campaign so consistently "high brow" as to do considerable violence to the statistical hypothesis.

Perhaps you may remember the summer of 1921 was a very "poor season" for the resort and tourist business. The bottom had just fallen out of the war-inflation cream jug, and summer resort business, being regarded as a sheer luxury, suffered promptly and severely. There were wholesale cancellations of reservations made the year before, hotels were generally rather sparsely populated, and the prospect of getting statistical dumbbells to spend money to see the scenery along the St. Lawrence and Saguenay Rivers looked rather bleak. In which case, it is something of an achievement that the Canada Steamship Lines came through the period of depression with a falling off of only 5 per cent from the unprecedented banner season of 1920. It is impressive, furthermore, that the company ascribed this success almost entirely to its advertising which said little or nothing about the literal and obvious scenery, but featured almost exclusively the historical associations of the region, relying for its appeal upon sentiment and imagination.

Almost any hardboiled and practical
(Continued on page 218)

Facts in the Louisville Survey that Will Alter Selling Policies

BY JAMES TRUE

SEVERAL pertinent questions asked from the floor during the last Louisville Conference and a number of queries received by the Department of Commerce indicate that many manufacturers are worried about the outcome of the investigation. There appears to be little doubt that the final report of the conference will eventually change the buying and merchandising habits of all of the surviving independent retail grocers of the country. So far, the facts disclosed are so convincing and the principles involved so simple that the resulting plan unquestionably will have the immediate and eager consideration of a great many independent dealers. This is anticipated by numerous manufacturers, and they are asking just how the coming changes will affect their business.

Effect on Manufacturers

It is now widely known that the investigation traced the history of individual products throughout their course of distribution, showing the rate of turnover and various other facts. The first question had to do with the value of this phase of the work from the point of view of the manufacturer, and several wanted to know what effect the publication of the information will have on the merchandising of their products.

The second important question arose over the competition of the independent grocer with the chain store. Some wholesale grocers and manufacturers are of the opinion that the channel of mass distribution should be thoroughly investigated before the work of the conference goes any further.

Then, questions have been asked as to what is to become of private labels, free deals and similar selling schemes, and the small manufacturers who depend upon local trade.

Probably the best qualified authority to answer these questions is J. W. Millard, assistant chief specialist of the Domestic Commerce Division of the Department of Commerce. He formulated the investigation plan and has directed all the work of the conference. He has been conducting similar ana-

J. W. Millard of the Department of Commerce, director of the Louisville survey, in an exclusive interview for Sales Management, cites some important instances where the recent investigation is helping manufacturers to revamp their sales plans in accordance with new trends now evident in distribution.

lytical work for the department for five years. Robert R. Miller and W. F. Alderson have also contributed work that was indispensable to the investigation.

When the purpose of the conference is thoroughly explained by its results, as it will be eventually, the report will furnish the answer to every logical question, in Mr. Millard's opinion. In the meantime, every manufacturer of products shown up in the analysis could profit by the facts already disclosed and published, he said. If an item is shown to be lagging to an extent that it is unprofitable for the retailer, the manufacturer should be glad to know it, and he should be the first to know it, if he wants to retain his business.

"A great many items of this kind," Mr. Millard said, "were found in one retail store that was doing less than \$50,000 a year. We checked the inventory of this store against a more successful grocery and found that, with practically the same inventory, the second store was doing \$125,000 worth of business a year. This means simply that the manager of the second store was selecting his stock with better judgment as to the preferences of the public, and, quite naturally, he was making a very much better profit.

"As to the future of the movement, I am convinced that the owner of this second store has gone through an experience that every surviving independent retail grocer is going through, or will have to go through, to succeed. All of the facts so far disclosed indicate this so strongly that I believe

every independent retail grocer will have to change his methods to conform to those of this man, or go out of business. He told us that when he came off the farm seven years ago he knew nothing about running a retail grocery store. His brother had died and left him the business, which was then doing about \$35,000 a year. He has accomplished a \$90,000 increase by applying an unprejudiced and intelligent mind to his problem.

"During the first six months he bought from salesmen whom he liked and purchased goods he favored, but this policy did not get him anywhere. He found business was merely drifting along and not showing any progress. He began to study the preferences of his customers and to check the turnover of various items. This disclosed why the business was not progressing, and he began to build volume when he narrowed his lines to just what his customers wanted. He expressed his present successful policy when he remarked that he has least of what is hardest to sell.

"With a rapidly accumulating mass of data we are now proving that this policy is the only one that will enable independent retail grocers to make money. Of course, it does not look encouraging for many manufacturers whose goods are moving so slowly that they are unprofitable for the retailer; but these manufacturers should realize that if their retailers go out of business they will lose their only channel of distribution. It is therefore up to them to take steps necessary to accelerate the distribution of their merchan-

dise and move it off the retailers' shelves at a profitable rate.

"It is surprising how many valuable facts the conference data has already supplied to individual manufacturers. For instance, one manufacturer was gratified to learn that his product was moving at about twice the rate of competitive goods. He knew he was doing more business than his competitor, but he did not know why, as the quality of the merchandise is identical and both products are fairly well advertised. Investigation showed that the rate of turnover was due to the packing of the goods. The rapidly moving item was packed one dozen to the case, while the case of the competitive product contained two dozen. Both wholesalers and retailers who were striving for turnover naturally gave the first product their preference."

From further figures of the investigation, Mr. Millard concludes that, in the future, manufacturers will find it difficult, if not impossible, to sell items and lines duplicating merchandise already in stock and not increasing variety. In canned foods one successful store showed a stock that was 8.5 per cent of the total. In another store, doing about the same volume, the ratio was 21.6 per cent of the total, and the figures show that this store is making considerably less profit than the other. When both stocks were analyzed the investigator found the second store was offering many duplicated items, with no larger selection of products than the first store.

Few Lines for Profit

A similar condition was found to exist in comparing all other grocery lines and items. Invariably, the stores with large duplicated stocks were making less profit than those with more carefully selected lines. It is, therefore, obvious that, to make money, all retail grocers must confine their purchases to as few lines as possible of any given commodity and add new goods of the kind only for the purpose of increasing desirable variety.

Naturally, a cutting down of stocks is expected to take place, and many manufacturers are concerned as to whether their goods are going to suffer in the process. Also, many others have supposed that the survey is going to result in unwarranted antagonism on the part of retailers against new and meritorious products.

In discussing these phases Mr. Millard quoted a speaker at the conference who said retail grocers are expected merely to clear their shelves of obsolete 1899 merchandise and to make

room for salable 1929 products and good merchandising practices. In this movement there is no doubt that manufacturers of old-fashioned and slow-moving items are going to suffer. They will have to bring their merchandise and selling methods up to date or lose business.

"In regard to any possible unwarranted antagonism," Mr. Millard said, "I think that the movement is going to have just the opposite result. Those retailers who have cooperated with us most closely are looking for new goods that will move quickly, either because of their novel merit or the advertising behind them. Hence, those manufacturers who are putting up goods appealing to the public will have nothing to fear.

Carried All Items Called for

"Probably the most interesting discussion of this phase of the subject was brought about by a wholesale grocer whose business is located in a thickly populated center. He took exception to the policy of cutting down stocks, and declared he had built up his reputation by carrying everything that his trade called for. This required about 4,400 items, he explained, adding that it would be detrimental to his business for him to reduce his stock, since his business had grown because all of his retailers knew they could obtain goods from him they could not get from any other wholesaler.

"Although he did not at first agree with us, further discussion brought out that this wholesaler is conducting his business on the broad principle of the conference plan. He is carrying all items called for sufficiently to give him a profitable turnover. I asked him, if he moved his business to El Paso, Texas, whether he would continue to handle 4,400 items, and he immediately answered that he would not. In that event, he said, he would reduce his stock to the number of items necessary to supply the trade in the El Paso territory, and that is exactly what the conference is trying to induce every wholesale and retail grocer to do.

"From the data already recorded, the private label appears to be doomed except in rare instances. In the case of a product that is widely used, one retail store investigated had three different brands. One was a nationally advertised brand, showing a turnover of forty-two times a year. The second was a leading local product under the manufacturer's label, which had a turnover of a little less than fourteen times, while the third, a wholesaler's private brand, had less than three turnovers a year. This retailer explained that the

national brand gave him only 12 per cent, while both local brands delivered a 24 per cent margin, and, therefore, he attempted to sell the local goods, but the figures show that it did not pay him to handle them. He had \$3.25 invested in the national brand, with \$2.75 in each of the local brands. In volume, however, he did a total annual business of about \$150 on the national goods, as compared to only \$18 on the local brands. These data, with corresponding figures on many other lines, show plainly that the margin of profit usually corresponds to the cost of selling.

"In the case of coffees we found that the leading brand in another store was nationally sold and had a turnover of seventy times a year. The second best seller was a local brand under the manufacturer's label and turned forty-two times a year. Both were profitable to the dealer and the margin of profit was the same. This does not mean that the national brand is always best for the retailer. In other instances we found that local brands of coffee outsold the national, and, I think, a large number of products surveyed indicate the local manufacturer has an excellent opportunity in his economic territory in competition with national brands. It is simply a matter of quality, value, merchandising and the other factors that create public preference.

Public Good Judge of Value

"Another interesting disclosure is that all items when ranked as to turnover not only approximately parallel their ranking as to net profit, but also rank inversely as to their margin of profit. In other words, generally speaking, those items which give the retailer the largest margin are the slowest to move, showing that the public is a pretty good judge of value."

In presenting the final analysis, as Mr. Millard also explained, an effort will be made to simplify the report so that any retailer can readily understand it. With the facts understood it is then obvious that the purpose of the free deal will be realized and that the retailer will know just what he is doing when he buys a dozen cases to get one free. When his entire stock is studied in regard to turnover and profit of individual items it becomes apparent to the dealer that any free deal is an attempt on the part of the manufacturer to induce him to take over a part of the function of the wholesaler. The dealer will realize that in making the purchase he is taking on added expense for which the manufacturer is paying him under the guise of free

(Continued on page 214)



229,159*

The Greatest Circulation ever reached by any Daily Newspaper in the West

* Government Statement of Average Daily
Circulation - Six Months ending March 31-1929

LOS ANGELES
EVENING HERALD

New York
by
HERBERT W. MOLONEY,
342 Madison Ave.

Represented in
Chicago
by
JOHN H. LEDERER,
910 Hearst Bldg.

San Francisco
by
A. J. NORRIS HILL,
610 Hearst Bldg.

PRESS

The Pittsburgh Press

Has the Habit of

PRODUCING RESULTS

THE Pittsburgh Press is the principal advertising medium of Pittsburgh because the largest number of people throughout the long publishing life of THE PRESS have formed the habit of shopping in its advertising columns.

National advertisers recognize the dominating capacity of THE PRESS for producing results. As evidence of this fact . . . during the first three months of 1929 THE PRESS led in 27 out of 36 advertising classifications.

Measurements by Media Records, Inc.

ANNOUNCING

DEFERRED PAYMENT PLAN FOR YOUR FUEL NEEDS

There's no fire so good,
It cannot be made better
with a sprinkling of Fy-
re-well Famous Reading An-
thracite. Order a few tons
today.

TODAY marks the beginning of a revolution in coal selling methods.

Today Reading Anthracite makes available, the Reading Way, a low cost financing plan for your winter's coal supply.

From today on, you can store in your bins all the Famous Reading Anthracite they will hold *bought at low spring prices*, and pay for it out of income.

Only a small down payment is necessary, the rest you can pay in easy monthly installments. When the first frosty days of fall come, the coal to keep you and yours warm and healthy will be ready for your use, and paid for.

No more worry over finding the money for your fuel bill; no more paying rush season prices because you didn't have money handy in the spring—the Reading Way takes care of you.

Just call a Reading Anthracite coal merchant, tell him you wish to buy your next winter's supply of Famous Reading Anthracite at today's low prices, and pay for it out of income.

Use your credit in the modern way to assure yourself of the great necessity of life, heat in winter months. Only Reading Anthracite can be bought by this nationwide plan, which only Reading Anthracite offers. See your Reading coal merchant today.

A. J. MALONEY

President
THE PHILADELPHIA AND READING
COAL AND IRON COMPANY

FAMOUS READING ANTHRACITE

PHILADELPHIA • NEW YORK • BOSTON • BUFFALO • DETROIT • TOLEDO • CHICAGO • MILWAUKEE
MINNEAPOLIS • ST. PAUL • ROCHESTER • BALTIMORE • WASHINGTON • READING • MONTREAL, CANADA
© PAT. CO. 1929

(Buchen Company)

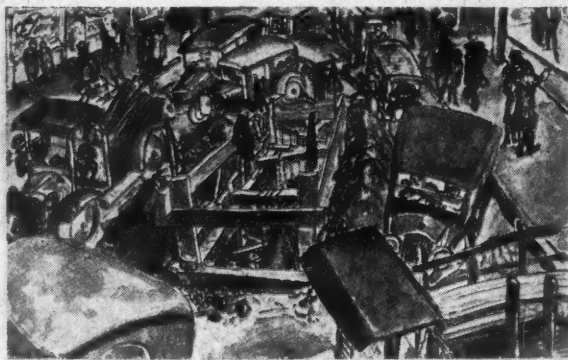
Deferred payment plans are usually offered as a means of bringing high-priced items within reach of moderate incomes. Reading seems to be the first to employ installment selling to enable customers to take advantage of price reductions.

The Cast Iron Pipe Research Association could not have hit upon a happier appeal to the general public than by directing attention to causes of traffic delays.

(Barrows, Richardson & Alley)

Sales Management Gallery

Why should you even *think* about cast iron pipe?



Why should the general public care what kind of gas or water pipe is laid under city streets?

The illustration answers the question. The wrong kind of pipe is responsible for ninety per cent of the traffic delays caused by digging up properly paved streets to replace or repair water and gas mains.

The right kind of pipe can be laid and forgotten. There need be no tearing up of expensive paving to replace pipe for generations. The kind of pipe used for gas or water mains in this day of unprecedented traffic congestion is important to every citizen. To motorists, to taxpayers, to city officials, it is vitally important.



Cast iron pipe serves for centuries. There is no case on record of cast iron pipe's failure under usual service conditions. There is cast iron pipe in actual use today which was laid 250 years ago. No wonder alert engineers who are sincerely trying to solve the traffic problem turn to cast iron pipe for gas and water mains. No wonder the average citizen is becoming interested in the kind of pipe which is being laid under the streets which he uses daily. No wonder taxpayers are asking whether that

assessments are buying cast iron pipe and if not, why not.

Cast iron pipe marked with the "Q-check" symbol is produced by modern methods, in accordance with established technical specifications, by the leading pipe foundries listed below. The Cast Iron Pipe Research Association offers to taxpayers, city officials and engineers, information on the use of pipe for water, gas, sewers, road culverts and for industrial needs. All information is supplied without cost. Address inquiries to: The Cast Iron Pipe Research Association, Thomas F. Wolfe, Research Engineer, 123 South Michigan Avenue, Chicago.

The Cast Iron Pipe Research Association is a service organization of leading pipe foundries, formed to promote the scientific improvement and use of Cast Iron Pipe. Pipe bearing the "Q-check" mark may be obtained from the following: American Cast Iron Pipe Company, Birmingham, Ala.; James B. Clark & Son, 210 N. LaSalle Street, Chicago, Ill.; Drexler Iron Company, Evans, Pa.; Glasgow Pipe and Foundry Company, Lynchburg, Va.; Lynchburg Foundry Company, Lynchburg, Va.; National Cast Iron Pipe Company, Birmingham, Ala.; Daniel Smith Cast Iron Pipe & Foundry Company, Burlington, N. J.; Rogers Foundry and Pipe Company, 11 Broadway, New York City.

CAST IRON PIPE

ZIVAN ULAPENI!



This headline, appearing in the Czechoslovakian press, announced the dramatic capture of an embezzler of funds.

The trusted employee had disappeared. It was found that this employee in the Foreign Exchange Department of the Blanche Savings Bank of Chicago had managed to juggle his accounts and get abroad with more than \$30,000. The Blanche Savings Bank was protected by an Aetna Fidelity Bond of \$25,000.

The long arm of Aetna immediately reached out. The former bank employee was finally located in Czechoslovakia. A representative of Aetna and of the Blanche Savings Bank went to that country and with the aid of the American Consular Service the defaulter was arrested, extradited and sentenced. A considerable part of the embezzled funds was recovered.

Though the Blanche Savings Bank was not protected to the full amount of the loss, they received reimbursement in full—made possible by Aetna service.

Protection is most valuable when settlements are prompt. Aetna enjoys an enviable reputation for prompt settlement of every legitimate claim. Whether the loss is great or small, the assured a large corporation or a single individual, an investigation is immediately started and settlement made with utmost promptness.

Aetna looks upon such promptness as an important part of the service which so many of its clients turn to.

From road to coast, Aetna protection is available through 20,000 representatives equipped by experience and training to advise you in establishing a program of complete, economical protection.

The Aetna Life Insurance Company, The Aetna Casualty and Surety Company, The Automobile Insurance Company, The Standard Fire Insurance Company, of Hartford, Connecticut, write practically every form of Insurance and Bonding Protection.

The case presented is an actual occurrence, full details of which are recorded in the Aetna files—together with the correct name of the Chicago bank.

AETNA-IZE



SEE THE AETNA-IZE IN YOUR COMMUNITY—HE IS A MAN WORKING KNOWING

(N. W. Ayer & Son)

Destroys offensive odors— Revitalizes stale indoor air in homes and places of business



DISTRIBUTORS:

Thousands of fine concerns like those below are adopting Corozone. Hundreds of opportunity. Unclaimed market. Each territory available. Write for site.

Chicago

AMERICAN ELECTRIC CO., CHICAGO, ILL.
ALLEN & CO., CHICAGO, ILL.
BRYANT & MAY, CHICAGO, ILL.
CAMPBELL & CO., CHICAGO, ILL.
CHICAGO ELECTRIC CO., CHICAGO, ILL.
CHICAGO TRADING CO., CHICAGO, ILL.
CHICAGO WIRE & CABLE CO., CHICAGO, ILL.
CHICAGO WIRE & CABLE CO., CHICAGO, ILL.

Cleveland

AMERICAN ELECTRIC CO., CLEVELAND, OHIO
ALLEN & CO., CLEVELAND, OHIO
BRYANT & MAY, CLEVELAND, OHIO
CAMPBELL & CO., CLEVELAND, OHIO
CLEVELAND ELECTRIC CO., CLEVELAND, OHIO
CLEVELAND TRADING CO., CLEVELAND, OHIO
CLEVELAND WIRE & CABLE CO., CLEVELAND, OHIO
CLEVELAND WIRE & CABLE CO., CLEVELAND, OHIO

Detroit

AMERICAN ELECTRIC CO., DETROIT, MICH.
ALLEN & CO., DETROIT, MICH.
BRYANT & MAY, DETROIT, MICH.
CAMPBELL & CO., DETROIT, MICH.
DETROIT ELECTRIC CO., DETROIT, MICH.
DETROIT TRADING CO., DETROIT, MICH.
DETROIT WIRE & CABLE CO., DETROIT, MICH.
DETROIT WIRE & CABLE CO., DETROIT, MICH.

San Francisco

AMERICAN ELECTRIC CO., SAN FRANCISCO, CALIF.
ALLEN & CO., SAN FRANCISCO, CALIF.
BRYANT & MAY, SAN FRANCISCO, CALIF.
CAMPBELL & CO., SAN FRANCISCO, CALIF.
SAN FRANCISCO ELECTRIC CO., SAN FRANCISCO, CALIF.
SAN FRANCISCO TRADING CO., SAN FRANCISCO, CALIF.
SAN FRANCISCO WIRE & CABLE CO., SAN FRANCISCO, CALIF.
SAN FRANCISCO WIRE & CABLE CO., SAN FRANCISCO, CALIF.

COROZONE
MAKES BAD AIR FRESH BY ELECTRICITY

(Henri, Hurst & McDonald)

"Ena mushi wena bossup lo mali kawena"

Which in Kitchen Kaffir means . . .
Just what all these other
phrases mean . . .

能節
儉儉
是是
聰明
智

Jest Vkusne Byli Sporivym

E la Moda di Risparmiare

Es ser Elegante el Ahorrar

ה'אין קלון זו ו'ין שפאראנד

Bud Pronikavy a Usporis

Khenayagotune Khelesioutune eh

Edareh Edmek Akel-le-lek-der

Alterteeb Whowell Iya a

बाहोरा लोक करकसर करे.

Klug Sein, Heissl Sparen

Epargner Sagement, C'est Chic

Is Usal a Beil-Barrainneac

Okossag Takarekosnak Lenni

Of course you've guessed it

"It's Smart to be Thrifty"

MACY'S

34th STREET AND BROADWAY

(Direct)

Two advertisers, one a retailer and the other an insurance company, seem to have been considering the same device for attracting attention at about the same time.

Nowhere is our present mode of living reflected as well as in the advertisements. We have glass to bring the sunshine indoors, powders to counteract late hours, machines to exercise our bodies, lotions to stimulate tired nerves, etc., etc. Now we may live and work in close quarters to our hearts' content, and revitalize the air with electricity.

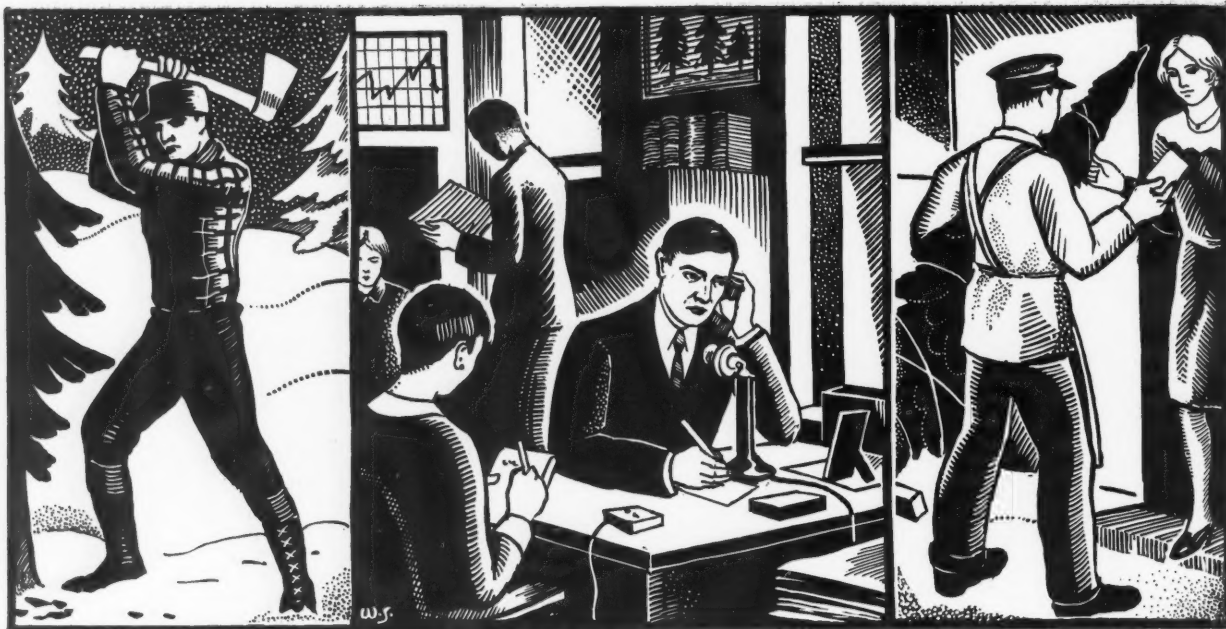


Illustration by William Siegel

Because Evergreen trees are carefully graded and selected, they bring a 25 per cent higher price from consumers.

Found: A Sales Opportunity in Christmas Trees

A CHRISTMAS tree—a thing of tinsel, lighted glory on Christmas eve—a burden for the ashman the day after New Year's—is a product at once seasonal and perishable. Like many another product of transient properties, it offers some knotty problems to the merchandiser.

When this is read, the minds of many of these other producers and manufacturers will pivot immediately on the thought that the Christmas tree enjoys the enormous advantage of consumer acceptance. Isn't the glowing Christmas tree beloved by all at Christmas time? But this is peering too far ahead—the Christmas tree, traditions of the holiday notwithstanding, must cut a groove in the merchandising channels just as any other seasonal product must do, surmounting a sales resistance that comes from several sources.

The induction of modern business methods in Christmas tree distribution is new. The Carl L. Leon Company, distributors of the only Christmas trees sold under a trade-mark, is a "pioneer" of eight years' standing. This firm sells the Douglas fir, produced in the Puget Sound country in the State of Washington, and its annual sales volume on this item exceeds \$300,000. And eight years ago the "Evergreen

Many executives would hate to tackle the problem of building a sales and advertising plan for a product whose selling season is limited to about two weeks of the year. Yet this Pacific Northwest concern found that the same methods which are used to sell shoes and groceries and hardware would work even under these difficult conditions and turn a profit.

BY MANDUS E. BRIDSTON

Brand" Christmas tree was unheard of.

Carl L. Leon got himself into the Christmas tree business because his youngsters wanted to celebrate Christmas in the traditional fashion. So he bought the tree in the usual way—picking out from a selection piled on a vacant lot (seeing one tree for two-bits and the one next to it marked \$2), and carrying it homeward on the trunk rest of his automobile. But the tree jostled off, and Mr. Leon, Christmas treeless once again, took time to wonder why he couldn't order a Christmas tree like he did packaged products from his grocer.

In looking into the industry he discovered why buying the family Christ-

mas tree was a commission which the head of the house carried out yearly with fear and trembling. At the sources of supply cutting was in the hands of unskilled men who happened to think of this way to earn a little extra money at a dull time. Many reputable jobbers refused to handle Christmas trees at all, considering them altogether too seasonable and perishable, and those jobbers that did take them on unloaded them as fast as they could on some other dull-season sufferer who peddled them out to consumers. When a reputable grocer did handle Christmas trees it was as an accommodation.

(Continued on page 210)

More than
200,000
Daily

Los Angeles Examiner

More than
440,000
Sunday

"Greatest Salesman in the West"

5c Daily

APRIL 27, 1929

10c Sunday

DEALERS, CONSUMERS, AGREE L. A. IS SUMMER RADIO FIELD

Advertising Lack Blamed for Drop

WHAT actually makes radio sales fall off in summer in Los Angeles and its surrounding market, is not quality of reception but LACK OF ADVERTISING! That is one of the outstanding facts revealed in two surveys, one among consumers and one among radio dealers, completed recently by The Examiner.

Reception Good

97.6 per cent of the owners interviewed said that their sets performed as satisfactorily in midsummer as in Winter. Only 10% of the dealers blamed reception for sales slumps in June, July and August. Quite a number of them pointed to the phenomenal way in which one manufacturer came into this market last summer and delivered such an advertising attack upon the unguarded territory that more people in Los Angeles now own those sets than own any other!

It may be perfectly true that in some markets radio advertising should be trimmed to the bone when Summer sets in. But that isn't true of the Los Angeles market. You can keep your radio sales curve UP here, when you can't do it anywhere else, and there are plenty of past examples to prove it.

Write for Surveys

However, write for these two surveys and digest them yourself. They not only tell the Summer sales-story effectively and simply, but they reveal a lot of other interesting radio facts about Los Angeles. We'll honor your request as soon as the surveys are off the press.

Record Season Seen For Citrus Crops

CALIFORNIA'S citrus industry is facing a record season.

Estimates for the first five months of the shipping period show 28,339 cars of oranges, an increase of 6,527 cars over the same period last year; and 4,554 cars of lemons, an increase of 1,566 cars over last year's mark, making a total increase in shipments of 32 per cent.

The Los Angeles Examiner is one of the 28 Hearst newspapers read by over 20,000,000 people. It is a member of International and Universal News Services, of the Associated Press and the Audit Bureau of Circulations.

"Why I read and like the Los Angeles Examiner"



Mrs. John Stearns Thayer is a member of the fashionable Ebell club and is prominent socially and in club circles of Los Angeles.

AS a matter of fact my husband is the great reader of The Examiner in our household, so, because he takes his copy downtown to his office, I am compelled to have two copies left each morning, one for Mr. Thayer and one for myself.

"I like the Examiner because of the attractive manner in which it presents the news; for its many valuable features; for its most attractive woman's page and because it is always making a fight for the people. I like everything about the Examiner, as a matter of fact. I have lived here since I was a little girl. It is always interesting to read of persons of prominence in other days than these, and The Examiner seems not to have forgotten the persons who have made history in this city."

Mrs. John Stearns Thayer

**A NEWSPAPER FOR PEOPLE
WHO THINK AND DO**

EVEN 10c MEALS WOULD COST

L. A. \$150,000,000 ANNUALLY

A BILLION and a half meals every year, at a cost of \$150,000,000 annually, if we rate each meal at 10 cents only! That is Los Angeles' share of the food bill of the Nation, rating it close to third place as consumer of Gargantuan feasts at the national dinner table.

And that does not take into consideration, if we interpret the territory in terms of the National Advertiser of foodstuffs, the vast back-country market of Southern California influenced by Los Angeles newspapers, most

particularly The Examiner. That territory, itself, represents an additional 2,700,000 people, or three times that many meals daily.

Playing its own effective role as an ally of the Food Advertiser, The Examiner conducts two Cooking Matinees each week, playing to capacity houses; broadcasts, through Prudence Penny over KPLA, Household Economics discussions three times weekly; runs many splendid recipes in the course of each week's issues; publishes a most interesting Friday Food Department, and during March ran 8,484 lines ahead of the next nearest morning paper here, in its volume of Food Lineage.

Schedule The Examiner for every QUALITY food account!

March Newspaper Lineage for Forty-seven Cities

In the forty-seven cities listed below, forty-one show a gain in total volume of newspaper advertising during March, 1929, while six show a loss. Total lineage for March of this year is 176,507,564, as against 165,253,628 for March, 1928, a gain of 11,253,936 lines or 6.8 per cent. Of the 166 papers listed, 113 show gains; 53 losses. Figures are furnished by the Statistical Department of the New York Evening Post, Inc., supplemented by this magazine:

	1929	1928	Change
New York...	16,987,809	15,725,201	+ 1,262,608
Chicago...	8,790,315	7,924,647	+ 865,668
Philadelphia...	7,225,161	7,114,608	+ 110,553
Detroit...	6,056,876	5,081,580	+ 975,296
Cleveland...	3,989,180	3,959,175	+ 30,005
St. Louis...	4,633,900	4,064,400	+ 569,500
Boston...	6,324,467	5,345,734	+ 978,733
Baltimore...	4,113,239	4,232,876	- 119,637
Los Angeles...	7,042,266	6,710,480	+ 331,786
Buffalo...	3,791,086	3,645,889	+ 145,197
San Francisco...	5,012,896	4,472,986	+ 539,910
Milwaukee...	3,327,138	3,154,169	+ 172,969
Washington...	4,770,839	4,541,445	+ 229,394
Cincinnati...	3,981,040	3,795,974	+ 185,066
New Orleans...	4,267,763	3,843,750	+ 424,013
Minneapolis...	3,129,493	2,973,279	+ 156,214
Seattle...	3,099,361	3,045,955	+ 53,406
Indianapolis...	3,265,059	3,021,573	+ 243,486
Denver...	2,296,816	1,916,272	+ 380,544
Providence...	2,914,964	2,975,474	- 60,510
Columbus...	3,569,125	3,499,567	+ 69,558
Louisville...	3,408,389	3,134,425	+ 273,964
St. Paul...	2,591,372	2,632,140	- 40,768
Oakland...	2,429,784	2,437,316	- 7,532
Omaha...	1,933,439	1,856,764	+ 76,675
Birmingham...	3,028,928	2,956,989	+ 72,030
Richmond...	2,217,306	1,883,602	+ 333,704
Dayton...	3,083,766	2,897,720	+ 186,046
Houston...	3,412,388	3,168,032	+ 244,356
Des Moines...	1,791,491	1,587,054	+ 204,437
Albany...	2,306,246	2,439,413	- 133,167
Atlanta...	3,217,760	3,094,420	+ 123,340
Bridgeport...	2,437,619	2,159,209	+ 278,410
Fort Worth...	2,127,724	2,039,576	+ 88,148
Grand Rapids...	2,089,528	2,057,916	+ 31,612
Kan. City, Mo...	3,451,234	3,347,138	+ 104,096
Memphis...	2,973,838	2,736,244	+ 237,594
Miami...	1,971,130	1,733,088	+ 238,042
Newark...	1,857,715	1,840,844	+ 16,871
Oklahoma City...	2,397,472	2,223,442	+ 174,030
Portland...	3,004,526	2,979,858	+ 24,668
Rochester...	3,422,649	3,447,166	- 24,517
Salt Lake City...	2,278,318	2,107,294	+ 171,024
San Antonio...	3,142,173	2,876,665	+ 265,508
Spokane...	2,339,245	2,012,835	+ 326,410
Toledo...	3,021,172	2,858,522	+ 162,650
Worcester...	1,893,559	1,701,013	+ 192,546

176,507,564 165,253,628 + 11,253,936

Note references under individual newspaper lineage.

	1929	1928	Change
American...	1,164,334	1,061,010	+ 103,324
Bronx Home News...	499,997	515,881	- 15,884
Herald Tribune...	1,933,976	1,646,964	+ 287,012
Times...	3,027,910	2,645,934	+ 381,976
World...	1,240,406	1,160,552	+ 79,854
*Mirror (tab.)...	209,240	209,172	+ 68
News (tab.)...	1,101,890	912,288	+ 189,602
*Eve. Graphic...	329,606	259,322	+ 70,284
*Eve. Journal...	1,307,224	1,291,112	+ 16,112
*Eve. Post...	554,610	478,376	+ 76,234
*Eve. World...	925,262	949,040	- 23,778
*Sun...	1,645,570	1,468,690	+ 176,880
*Telegram...	481,284	520,064	- 38,780
B'klyn Eagle...	1,626,990	1,602,186	+ 24,804
B'klyn Times...	438,896	515,862	- 76,966
*Standard Union...	500,614	488,748	+ 11,866

Totals 16,987,809 15,725,201 + 1,262,608

	1929	1928	Change
*Daily News...	1,950,492	1,938,519	+ 11,973
Tribune...	3,243,309	2,731,557	+ 511,752
Herald-Examiner...	1,518,132	1,043,289	+ 474,843
*Post...	433,284	505,029	- 71,745
*American...	1,312,128	1,312,206	- 78
*Journal...	332,970	394,047	- 61,077

Totals 8,790,315 7,924,647 + 865,668

	1929	1928	Change
Inquirer...	1,678,425	1,684,950	- 6,525
Record...	774,742	735,160	+ 39,582
Ledger...	1,235,698	1,198,199	+ 37,499
*Eve. Ledger...	1,109,647	1,232,290	- 122,643

*Bulletin	1,864,784	1,784,724	+ 80,060
*News	561,865	479,285	+ 82,580

Totals 7,225,161 7,114,608 + 110,553

	1929	1928	Change
News	3,069,360	2,600,878	+ 468,482
Times	1,512,742	1,241,814	+ 270,928
Free Press	1,474,774	1,238,888	+ 235,886

Totals 6,056,876 5,081,580 + 975,296

	1929	1928	Change
Plain Dealer	1,536,361	1,445,475	+ 90,886
News-Leader	1,010,916	1,134,300	- 123,384
*Press	1,421,903	1,379,400	+ 42,503

Totals 3,969,180 3,959,175 + 30,005

	1929	1928	Change
Post-Dispatch	2,245,600	1,911,000	+ 334,600
Globe-Democrat	1,353,600	1,191,000	+ 162,600
*Star	696,600	598,500	+ 98,100
Times	338,100	363,900	- 25,800

Totals 4,633,900 4,064,400 + 569,500

	1929	1928	Change
Herald	1,738,574	1,371,531	+ 367,043
Globe	1,593,648	1,328,575	+ 265,073
Post	1,353,550	1,110,094	+ 243,456
Advertiser	436,205	364,775	+ 71,430
*American	469,639	462,173	+ 7,466
Transcript	732,842	708,586	+ 24,256

Totals 6,324,467 5,345,734 + 978,733

	1929	1928	Change
Sun	1,419,611	1,387,221	+ 32,390
*Eve. Sun	1,541,965	1,544,160	- 2,195
American	167,419	276,136	- 108,717
*News	632,575	666,287	- 33,712
*Post	351,669	359,072	- 7,403

Totals 4,113,239 4,232,876 - 119,637

	1929	1928	Change
Times	2,158,604	2,016,868	+ 141,736
Examiner	1,914,206	1,732,094	+ 182,112
*Express	791,042	797,202	- 6,160
*Herald	1,422,484	1,444,282	- 21,798
*Record	387,562	436,338	- 48,776
News (tab.)	368,368	283,696	+ 84,672

Totals 7,042,266 6,710,480 + 331,786

	1929	1928	Change
Courier-Express	1,063,474	902,199	+ 161,275
Times	1,272,434	1,248,446	+ 23,988
*News	1,455,178	1,492,244	- 40,066

Totals 3,791,086 3,645,889 + 145,197

	1929	1928	Change
Chronicle	1,191,164	969,416	+ 221,748
Examiner	1,670,802	1,491,346	+ 179,456
Bulletin	657,552	534,758	+ 122,794
*Call	853,034	805,574	+ 47,460
*News	652,344	671,692	- 19,348

Totals 5,012,896 4,472,986 + 539,910

	1929	1928	Change
Journal	1,740,960	1,535,821	+ 205,139
Sentinel	632,769	645,403	- 12,634
*Leader	212,777	221,064	- 8,287
*Wis. News	740,632	751,881	- 11,249

Totals 3,327,138 3,154,169 + 172,969

	1929	1928	Change
Star	2,449,020	2,381,374	+ 67,646
Post	861,140	805,628	+ 55,512
*Eve. Times	689,524	616,721	+ 72,803
Herald	555,252	510,593	+ 44,659
*Eve. News	215,903	227,129	- 11,226

Totals 4,770,839 4,541,445 + 229,394

	1929	1928	Change
*Post	944,874	935,508	+ 9,366
*Times-Star	1,406,468	1,359,904	+ 46,564
Enquirer	1,330,546	1,202,278	+ 128,268
Tribune	299,152	298,284	+ 868

Totals 3,981,040 3,795,974 + 185,066

	1929	1928	Change
Times-Picayune	1,900,847	1,679,116	+ 221,731
Item	953,330	877,724	+ 75,606
States	861,446	784,048	+ 77,398
*Tribune	552,140	502,862	+ 49,278

Totals 4,267,763 3,843,750 + 424,013

	1929	1928	Change
Tribune	1,281,903	1,187,148	+ 94,755
Journal	1,268,946	1,209,974	+ 58,972
*Star	578,644	576,157	+ 2,487

Totals 3,129,493 2,973,279 + 156,214

	1929	1928	Change
Times	1,547,975	1,470,209	+ 77,766
Post-Intelligencer	971,220	1,009,192	- 37,972
*Star	580,166	566,554	+ 13,612

Totals 3,099,361 3,045,955 + 53,406

	1929	1928	Change
*News	1,597,479	1,521,822	+ 75,657
*Times	560,307	489,030	+ 71,277

Totals 3,265,059 3,021,573 + 243,486

	1929	1928	Change
News	843,032	714,274	+ 128,758
Post	1,453,784	1,201,998	+ 251,786

Totals 2,296,816 1,916,272 + 380,544

	1929	1928	Change
Journal	876,011	866,508	+ 9,503
*Bulletin	1,325,621	1,304,740	+ 20,881
Tribune	298,294	360,573	- 62,279
*News	415,038	443,653	- 28,615

Totals 2,914,964 2,975,474 - 60,510

	1929	1928	Change
Dispatch	1,985,547	1,845,658	+ 139,889
Journal	538,021	585,271	- 47,250
*Citizen	1,045,557	1,068,638	- 23,081

Totals 3,569,125 3,499,567 + 69,558

	1929	1928	Change
Courier-Journal	1,349,735	1,215,011	+ 134,724
Herald-Post	926,999	771,280	+ 155,719
*Times	1,131,655	1,148,134	- 16,479

Totals 3,408,389 3,134,425 + 273,964

	1929	1928	Change
*Dispatch	915,670	956,886	- 41,216
Pioneer	927,822	875,700	+ 52,122
News	747,880	799,554	- 51,674

Totals 2,591,372 2,632,140 - 40,768

	1929	1928	Change
Tribune	1,615,292	1,559,852	+ 55,440
*Post-Inquirer	814,492	877,464	- 62,972

Totals 2,429,784 2,437,316 - 7,532

	1929	1928	Change
World-Herald	1,263,801	1,082,333	+ 181,468
Bee-News	669,638	774,431	- 104,793

Totals 1,933,439 1,856,764 + 76,675

	1929	1928	Change
Age-Herald	794,976	750,778	+ 44,198
News	1,712,564	1,591,842	+ 120,722
*Post	521,388	614,278	- 92,890

Totals 3,028,928 2,956,898 + 72,030

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COLOR PRINTING HEADQUARTERS



NEW!

This decided departure from the usual tire advertising is producing gratifying results.

Our Product helps sell Tires
We can help sell *your* Product too

**THE UNITED STATES PRINTING
& LITHOGRAPH CO.**

CINCINNATI

BALTIMORE

BROOKLYN

Advertising men who are expert judges of color printing and who are familiar with the hundred and one factors that enter into a perfect job will appreciate the passion we have for fine plate making.

Our motto is "It must be in the plate to be in the printing" and we proceed accordingly. First, our plants have the equipment to produce the latest effects known in the engraving art. Second, our men are chosen for their experience, skill and meticulous care.

Perfect plates combined with expert press work makes U. S. color printing of unusual excellence from the reproduction standpoint. Add to these factors the U. S. wealth of ideas, originality, ingenuity and good taste in the designing of color advertising and you begin to see the reason why U. S. is serving the largest and most critical advertisers in America.

Manufacturers of

Art & Commercial	Hangers
Calendars	Inserts
Broadsides	Labels
Booklets	Letterheads
Blotters	Menu Cards
Book Covers	Novelties
Catalogs	Offset Lithography
Circulars	Package Slips
Cutouts	Posters
Car Cards	Poster Stamps
Display Containers	Post Cards
Display Posters	Show Cards
Folders	Trade Marks
Folding Boxes	Transparencies
Fans	Wrappers
Festoons	Window Trims
Fine Art Prints	Window Pastors

THE UNITED STATES PRINTING & LITHOGRAPH CO.



BALTIMORE



BROOKLYN



CINCINNATI

SERVICE OFFICES IN FOLLOWING CITIES

Baltimore	- - -	25 Covington St.
Boston	- - -	80 Boylston St.
Brooklyn	- - -	79 North 3rd St.
Chicago	- - -	130 North Wells St.
Cincinnati	- - -	15 Beech St.
Cleveland	- - -	1104 Leader Bldg.
Detroit	- - -	7915 Indiana Ave.
Indianapolis	- - -	414 Traction Bldg.

Kansas City	- - -	1306 Waldheim Bldg.
Minneapolis	- - -	433 Palace Bldg.
New York	- - -	110 Hudson St.
Philadelphia	- - -	437 Chestnut St.
Pittsburgh	- - -	609 Renshaw Bldg.
San Francisco	- - -	112 Market St.
Seattle	- - -	1107 Hoge Bldg.
St. Louis	- - -	413 Frisco Bldg.

Publishers to Fight "Despotic" Law; A. P. Elects

Members of the American Newspaper Publishers' Association, in session at their annual convention in New York City, adopted a resolution pledging themselves to fight for the repeal of the Minnesota newspaper suppression law and accepted a report from a committee on the law, headed by Col. Robert R. McCormack, of the *Chicago Tribune*, which termed the statute "despotic."

S. E. Thompson, chairman of the paper committee of the association, together with members of the committee, met the approval of the association in a resolution praising their work and endorsing their course in respect to the new price of \$55.20 a ton for newsprint, recently fixed by the International Paper Company.

The twenty-ninth annual meeting of the Associated Press, concluded earlier in the week, was addressed by President Herbert Hoover at a luncheon on the first day of its sessions. The occasion marked the first public address of the President since assuming office.

Following the luncheon the election of directors was held. The results of the election are: Frederick E. Murphy, of the *Minneapolis Tribune*, was made a director to fill the vacancy created by the death of H. V. Jones. Frank B. Noyes, of the *Washington Star*, Adolph S. Ochs, of the *New York Times*, B. H. Anthony, of the *New Bedford, Massachusetts, Standard*, and Robert McLean, *Philadelphia Evening Bulletin*, whose terms had expired, were re-elected directors.

After assuming office the directors re-elected Mr. Noyes president; Kent Cooper, secretary and general manager; Jackson S. Elliott, assistant secretary, and J. R. Youatt, treasurer; Robert Ewing, *New Orleans State*, first vice-president, and John Cowles, *Des Moines Register*, second vice-president.

The executive committee members elected were Messrs. Noyes, Ochs, McLean and Anthony, of the board of directors, and Elbert H. Baker of the *Cleveland Plain Dealer*; Clark Howell, *Atlanta Constitution*, and E. Lansing Ray, *St. Louis Globe-Democrat*.

The Maxwell House Coffee newspaper campaign, started in January, is now running in newspapers in 143 cities, reaching an audience in excess of 15,000,000. This is in addition to the national magazine and radio campaign.

"Instructive Postcards" to Tie-Up Campaign

The AC Spark Plug Company is planning to distribute to dealers a series of instructive postcards to be used in circularizing customers as a direct-mail tie-up with the AC "Change Spark Plugs" campaign. The campaign will start in May and continue until August.

The advertising will be carried in automobile trade papers, newspapers, farm papers and national publications. The campaign will be backed by special store displays and other direct mail material.

The purpose of the campaign will be to impress car owners with the importance of changing spark plugs and oil cartridges every 10,000 miles, as well as directing owners to dealers' places of business for other service.

A. N. P. A. Report Sees New Record in 1929

The sixteenth annual report of the bureau of advertising of the American Newspaper Publishers' Association for 1928 states, in part: "No period in the bureau's history has been more usefully employed or more interesting."

The report then predicts a new high record for 1929 and gives figures for the year just past. It says:

"The volume of national advertising in 1928 was well maintained, bureau estimates showing a slight increase in revenue over 1927. The expectation of a new high record in 1929 appears reasonable. If general business continues good, national newspaper advertising should reach a new peak."

"The bureau is able to list the 1928 expenditures of 411 firms totaling \$165,983,000. No expenditure of less than \$50,000 was recorded."

"In view of the fact that the advertisers listed spent about 70 per cent of all the money invested for newspaper national advertising, it will be seen that the bureau has succeeded in covering a substantial part of the field."

"Included in the accounts estimated are fully 180 upon which contacts have been made by the bureau. These accounts upon which bureau work was done showed a total expenditure of \$112,683,000 in 1928 as compared with \$91,140,000 in 1927, an increase of \$2,543,000, or 23.6 per cent."

Food Committee Fights Cigarette Radio Broadcasts

In a full-page advertisement in the *New York Times*, the National Food Products Protective Committee published an open letter to the advisory council of the National Broadcasting Company asking "whether you approve or repudiate the action of the National Broadcasting Company in lending its facilities to the most harmful attack upon public health ever launched in the air."

"A single great tobacco organization, backed by a fund of \$12,000,000, has undertaken to transform 20,000,000 young men and young women in the United States into cigarette addicts, by a campaign of tainted testimonials secured from professional athletes, motion picture 'stars' and other celebrities."

The communication then quotes criticisms of the American Tobacco Company's "Lucky Strike" hour and addresses individual members of the advisory council on their stand on the question.

A. M. Kelly, of Wallace & Company, Brooklyn, New York, is given as chairman of the protesting committee. Other members given are: Ody H. Lamborn, Lamborn & Company, Inc.; J. S. Auerbach, Auerbach & Sons; Joseph Burger, president, United Restaurant Owners' Association; S. P. Goble, Rockwood & Company; H. R. Habicht, Habicht, Braun & Company, and Maurice C. Hill, Willard Hawes & Company, all of New York.

Moto Meter and Safe-T-Stat Merge

The Moto Meter Company, Inc., and the Safe-T-Stat Company, automobile accessory organizations, will be merged into the Moto Meter Gauge and Equipment Corporation, organized under the Delaware laws to effect the combination according to a recent announcement. Complete plans for the merger are being worked out by a committee headed by George W. Davison, president of the Central Union Trust Company.

Radios for Farmers

The Federal Radio Corporation, Buffalo, New York, is now making electric radio receiving sets adaptable to 32-volt farm lighting plants, meeting an increasing demand in rural sections for sets of this type.

Woolworth Tries Out National Advertising in Four Magazines

The success of forty-seven pages of advertising, which will run in four magazines, will determine whether the F. W. Woolworth Company will continue in the field of national advertising, it was revealed this week by Miss Catherine McNellis, in charge of Woolworth advertising.

The forty-seven pages, the first eleven of which are already on newsstands in the *Woman's Home Companion*, are in celebration of the fiftieth anniversary of the Woolworth company. The May issue of the *Ladies' Home Journal* and next week's issues of the *Saturday Evening Post* and *Collier's* will carry the remainder. Dividing forty-seven pages of advertising in just four issues between four large national magazines is an unusual advertising feat even in this day of surprising advertising coups d'etat. The estimated cost of the Woolworth advertising bill for one week will approximate \$400,000.

Henry and Edsel Ford Enter Radio Field

Henry and Edsel Ford have organized the "Ford Communication Company" for the purpose of national and international radio and cable communication. Edsel Ford, as president and treasurer, heads the new company, while Henry Ford is a director. Application has been made to the State Utilities Commission for approval of a stock issue for the company, to operate under Delaware laws. A hearing on the request has been set for April 30.

It is understood that the main purpose of the company is to carry on the radio business incidental to the operation of the Ford industries. Its field will extend to the Ford ships. Ford plants abroad and the D. T. & I. railroad.

Sampson Cutlery Appoints

O. C. MacCarthy has been appointed assistant sales manager for the Sampson Cutlery Company, of Rochester, New York. Mr. MacCarthy was formerly sales manager for the Crosman Arms Company.

J. H. Sweet, formerly sales production manager for the Sampson company, has been appointed New England representative.



H. T. Parson

Parson Condemns Expansion Tactics of Chains

H. T. Parson, president of the F. W. Woolworth Company, in a statement to the *New York Times*, on the recent Schulte Cigar Store announcement that luncheon and soda fountains will be installed in their stores to meet the competition of grocery and other chains which sell cigarettes at cut prices, said:

"In my opinion, if the tobacco and drug chains had adhered to the lines of merchandise they originally started out to sell they would have met with continued success and the present conditions complained of would not have had opportunity to arise.

"When tobacco chains, however, went into other lines and added accessories carried in drug stores, and drug stores cut prices of cigarettes and stocked groceries, and grocery chains felt it incumbent to offer cigarettes on a strongly competitive price basis, the present outcome was clearly indicated.

"Invasion of one field by a chain in another brings about retaliatory competitive action. One chain cannot cut into the business of another without expecting the latter to fight back with similar tactics.

"Carefully conceived plans based on tested principles of merchandising in a well-chosen field are far more apt to be profitable than hit-or-miss expansion of lines or price limits."

O. E. Hyde has been appointed advertising and publicity manager for the American Car & Foundry Company.

Philadelphia to Spend \$1,350,000 to Advertise City for Three Years

Philadelphia, Pennsylvania, through the organization of a "Progress Fund" of \$1,350,000, plans to tell the world about its industrial, commercial, educational, musical, moral and other advantages, with advertising and promotion during the next three years.

The fund is being raised through promotion by individuals and by an industrial board to be organized with the cooperation of sixty-two institutions and industries.

In a statement concerning the campaign Charles S. Caldwell, banker and treasurer of the Progress Fund, says: "Competition is becoming as great among cities as among industries. Except for a form of indirect advertising conducted by a few individual banks and industries over the past few years, we have made no concerted attempt to inform ourselves or the outside world about our advantages."

Tru-Lax Starts Big Campaign

The Tru-Lax Manufacturing Company, of Newark, New Jersey, maker of a laxative of that name, has started one of the biggest advertising drives ever put behind a laxative, going direct to the consumer.

The plans are scheduled ahead for seven months, during which 12,240 lines will be used in each newspaper. Radio broadcasting is also being used in the campaign.

This follows a thorough distribution and merchandising program which has been carried on for some time. Every effort is being made to create a consumer demand.

The account is being handled by Lord & Thomas and Logan, New York advertising agency.

Seaman Agency Merged

Announcement has been made of the merger of the Frank Seaman Company, of New York, and the Blackett, Sample & Hummert Company, of Chicago, both advertising agencies. The combined companies will be known as Blackett-Sample-Hummert, Inc., of New York, with Walter R. Hine, former general manager of the Frank Seaman Company as president and general manager of the New York Company. The firm will continue its Chicago office.

Index of Business Conditions

Distinct relaxation in time money rates and bill discounts were the outstanding features last week. It was significant also of still easier conditions in prospect that building contracts in the first two weeks of April showed a rising tendency, as compared with figures of 1928, for the first time this year, a fact to which Secretary Lamont called special attention. March production of automobiles fulfilled the most sanguine expectations, and the fact that most of the big companies reported still larger factory schedules for April afforded convincing evidence that consumer demand was still unsated. Subsidence of the speculative frenzy in the security markets had a marked effect on banking data, which now more clearly measure the volume of business transactions. A highly favorable feature is the maintenance of railroad freight loadings on a scale above that of 1927.

Total Transactions

Bank clearings in twenty-three large cities for the week ended April 18 were \$12,000,308,000, 3.4 per cent less than in 1928. In New York, where the stock market was relatively dull, the loss was 4.3 per cent. Outside cities were down only 1.6 per cent, and thirteen of them were up. Debits against individual accounts totaled \$18,327,074,000, 1 per cent more than last year.

Distribution of Goods

Railroad freight in the week ended April 13 filled 971,730 cars, 59,071 more than in 1928 and 22,169 more than in 1927. Compared with last year, the only losses were in coal and farm produce. The largest gain was in miscellaneous freight, a good sign.

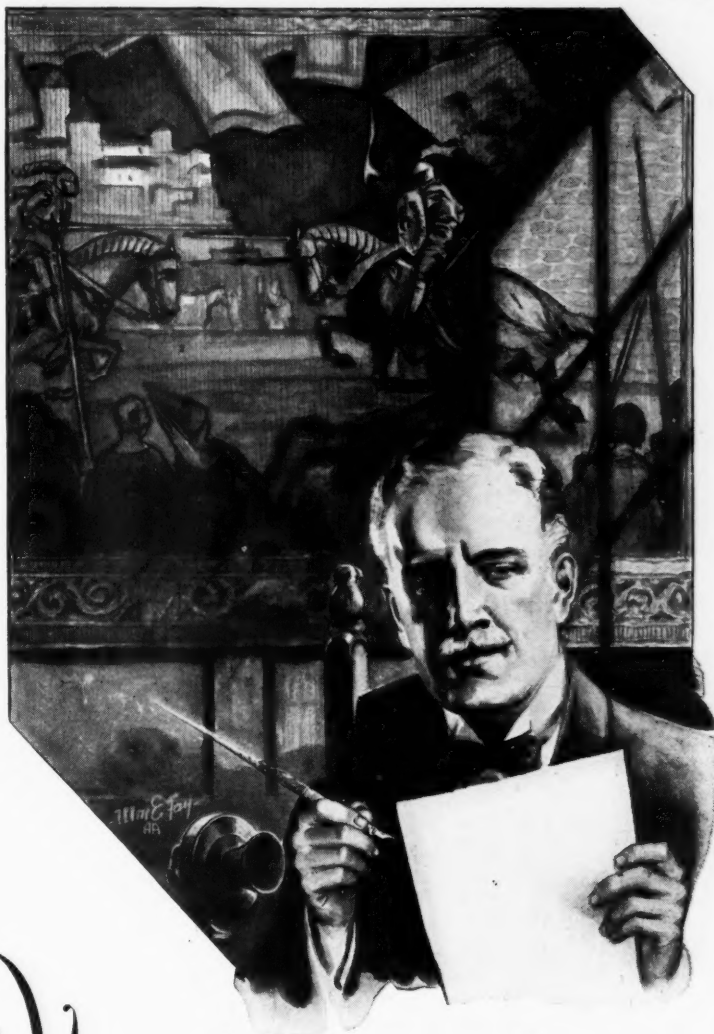
Margin of Profit

Commodity prices were relatively weak, the Irving Fisher index dropping to 96.7, compared with 97.3 the week before and 97.9 two weeks previous.

Credit Conditions

Call money ruled at 7 to 8. Time money receded to 8 and $8\frac{1}{4}$, while banker's acceptances for periods over thirty days were quoted at discount rates of $\frac{1}{8}$ to $\frac{1}{4}$ less than last week. Commercial paper held at 6.

ENGRAVED STATIONERY MANUFACTURERS ASSOCIATION



*Your business has won
the right to use
Genuine Engraving*

SYMBOL of stability, *genuine engraving* makes an instinctive appeal to those establishments that have attained prominence and prestige in an industry. Shrewd business men appreciate the increasing importance of making a good impression. An added cost of a fraction of a cent a sheet assures distinction for your stationery. *Genuine Engraving*, too, lends prestige to your business announcements. Make certain that the mark pictured below is always affixed to the engraved material which you buy.



GENUINE ENGRAVED BUSINESS CARDS OPEN CLOSED DOORS

National Better Business Bureau Tells About Case of Blue Sunoco

In the bulletin issued this month the National Better Business Bureau states as follows:

"The advertising statements of the Sun Oil Company in advertising Blue Sunoco in Detroit during 1928 were called to our attention. Among the statements questioned were:

"Blue Sunoco's knockless rating is not excelled by any other fuel, no matter what the price.

"Knockless rating equal to the best."

"The National Better Business Bureau, in cooperation with the Detroit Better Business Bureau, decided to have tests made of Blue Sunoco in comparison with four premium fuels sold in Detroit in order to determine the accuracy of the statements questioned. The fuels were purchased at public stations in Detroit and subsequently tested in the laboratory of the University of Michigan by Prof. G. G. Brown. Upon the completion of his tests, Professor Brown reported, in part, as follows:

"The results of these tests clearly indicate that fuel No. 2501 (Blue Sunoco) is considerably inferior in knock rating to any of the other four fuels tested."

"Believing that the statements questioned were unfair to competition and the public, the National Better Business Bureau wrote to the president of the Sun Oil Company on October 31, 1928, in part, as follows:

"An authoritative laboratory has just completed a series of tests on Sunoco Gasoline for the National Better Business Bureau.

"We had these tests made because questions were raised with this bureau regarding the accuracy of the advertising that was used in connection with Blue Sunoco Gasoline.

"The laboratory report indicates that there is a discrepancy between the claims that have been advanced for this product and the facts. We believe that our findings are of considerable public interest, and we would be very glad to have a conference with you at this office to discuss the matter."

"Subsequently, we held conferences with counsel and other authorized executives of the company. The method of test and the authority making it were questioned by executives of the Sun Oil Company, but we checked both of these features before and after the test and are satisfied that the findings may be considered

accurate for purposes of comparison.

"We reported this conclusion in a letter of December 14, 1928, to the Sun Oil Company. We also stated in this letter:

"If you have any scientific data supporting your advertising statements to which we have taken exception, we will be pleased to have you send it to us at once."

"This data has not been supplied to us.

"Executives of the Sun Oil Company claimed that without a supporting road test the bureau's test was inconclusive and requested that we make a road test. We did not concede that the laboratory test was inconclusive, but we agreed to and made a road test on January 28, 1929, which gave us no reason to question the result of the laboratory tests.

"In this test Blue Sunoco was tested against three premium gasolines. Our engineer's report, in part, states:

"It was clearly shown that Blue Sunoco had the least anti-knock value of the four fuels tested."

"This test was reported to the Sun Oil Company and the executives of the company requested that a test be made in the presence of the company's engineer. This we agreed to do. In this latter test, held on February 28, 1929, Blue Sunoco was tested against three fuels, two of them premium fuels and one selling at regular price.

"Our engineer's report on this test concluded as follows:

"From the above road tests our conclusions are that the Blue Sunoco is inferior in anti-knock properties to——Gasoline* and that the Blue Sunoco Gasoline is markedly inferior in anti-knock properties to the——Gasoline*."

"We also conclude that the——Gasoline** is inferior in anti-knock properties to the Blue Sunoco Gasoline."

"The results of all these tests were made known to the executives of the Sun Oil Company. We requested the Sun Oil Company to rectify its claims regarding the knockless quality of its product through a public statement. This the company has not done. The Sun Oil Company requested that we accept its proposition to finance an investigation of all motor fuels 'in this market' and for the Better Business Bureau to publish its findings."

*Premium gasolines.

**Regular price gasoline.



C. A. Brown

Cornstalk Products Elects C. A. Brown President

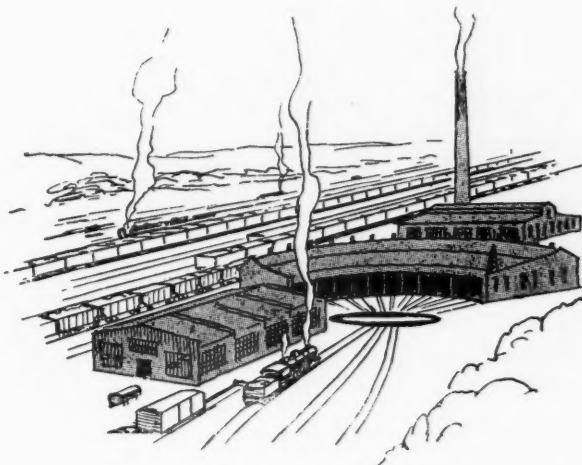
Clarence A. Brown has been elected president of the Cornstalk Products Company, a pioneer in the manufacture of paper pulp from cornstalks and other farm refuse. Mr. Brown was formerly executive vice-president of the Kelly-Springfield Tire Company. He succeeds W. Jules Day, who becomes chairman of the board of directors.

R. E. Owen and Scott V. McLanahan, both of New York, have also been elected to the board.

According to Mr. Day, the company has spent \$1,500,000 in research and development work in the construction of its first plant at Danville, Illinois. This plant was run on a semi-commercial basis. The company is now prepared to increase its investment to \$2,000,000. The added capital will be used to increase the pulp output and to provide a chemical by-product recovery plant in addition to expansion in the general field of farm waste utilization.

Vermont Votes \$25,000 for Advertising

The sum of \$25,000 has been appropriated by the Vermont legislature for state publicity during 1929-30. This amount will be available July 1, the beginning of the state fiscal year. Plans for its expenditure have not yet been completed, but it is thought probable that a considerable part of the fund will be spent for booklets.



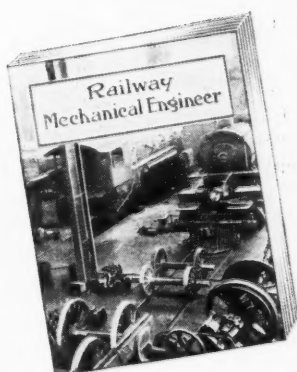
A Big Task...A Big Industry...A Big Market

KEEPING thousands of complicated modern locomotives in repair annually . . . hundreds of thousands of cars in condition to move the heavy traffic of today . . . and the more than 4,500 repair shops and engine terminals operating efficiently . . . that is one of the great tasks continuously confronting the steam railways.

And it is the railway mechanical officers who are responsible for this important branch of railway activity, which actually is a large industry in itself and represents an important market for materials and equipment. Purchases of railway shop equipment increased nearly ten per cent during 1928, and the first three months of this year witnessed the heaviest buying of locomotives and cars in years.

In reaching effectively the mechanical officers . . . the men who specify and influence the purchases of car and locomotive appliances, machine tools and other shop equipment . . . *Railway Mechanical Engineer* can aid you materially. This publication is devoted exclusively to the interests and problems of the superintendents of motive power and their staffs, master car builders, mechanical engineers, master mechanics, shop superintendents and foremen.

And it is reaching these men intimately and effectively, for it is the only publication that is edited strictly from the viewpoint of the mechanical officers of the steam railways.



Established
1832

Railway Mechanical Engineer

Member A.B.C. and A.B.P.

A Simmons-Boardman Publication

Simmons-Boardman Publishing Co., 30 Church St., New York, N. Y.

105 W. Adams St., Chicago

Terminal Tower, Cleveland

215 Market St., San Francisco

17th and H Sts., Washington



John Philip Sousa

Sousa to Broadcast for General Motors

John Philip Sousa, march king, band leader and composer, long opposed to broadcasting the music of his band, has become a convert to radio and will make his debut, with his band, over Station WEAJ, in a national hook-up, on May 6, at 9:30, according to a recent announcement.

The broadcast, the first of a series under the sponsorship of the General Motors Corporation, follows the Sousa Band organization's thirty-seventh annual tour, made last year. Each concert of the series will be an hour in length and will be played by a band including many musicians who have played regularly under Sousa.

"Pleasant Odor" Stressed in Lacquer Campaign

In a national newspaper advertising campaign Rogers Brushing Lacquer, this spring, secures reader interest with an "inside information" appeal. The copy is headed, "We made and tested 1,183 lacquers before Rogers was perfected and ready for the market," and later tells that improvements have been made on the product, at the rate of one every sixty-three days, since Rogers first went on the market, three years ago. The latest improvement, "a pleasant new odor," is used in current copy together with the regular "money-back guarantee." This is thought to be the first time that an odor appeal has ever been made to sell lacquer.

Quality-Volume Appeal Gives Steinway Record Year

The recent annual report for Steinway & Sons for 1928 shows that more straight pianos were sold by them last year than during any previous year in Steinway history. The New York retail business broke all old records for volume and the export trade shows an increase of 10 per cent over any previous year. The wholesale department, likewise, did a very satisfactory amount of business and continues to show gains for the first quarter of 1929.

"During the year just passed and at the present time, Steinway are doing more national advertising than they ever did before," according to Hermann Irion, general manager.

"We have not lowered our quality appeal in advertising, but at the same time we have made a bid for volume in our business, and, judging from results, we have been successful," he continued.

"Our present advertising campaign, which includes double-page advertisements in four colors in magazines of national circulation, is to a great extent educational.

"The name of Steinway has so long been associated with the best there is in pianos that a fiction seems to have gained ground that Steinway ownership is extravagance for the average home. Fiction also has it that Steinway & Sons, so long makers of concert grand pianos, have paid little attention to smaller grands for the home. We are now devoting much of our advertising space to contradicting these stories.

"Our copy cuts a cross section through humanity and is aimed at the average home. The present advertising campaign is also intended to educate the public to the fact that 'it is now possible to buy a Steinway by a convenient payment plan which distributes the cost over a period of two years,' and that 'thousands of people who thought they could not afford them are now buying Steinways.'"

Springfield Plans Campaign

A plan to raise \$50,000 to advertise the business and recreational advantages of western Massachusetts and the city of Springfield has been formed by a committee recently organized at Springfield. It is backed by the Springfield Chamber of Commerce and local service clubs in the immediate territory.

Account Changes

BREMER-TULLY MANUFACTURING COMPANY, Chicago, radios, to Erwin, Wasey & Company of that city.

NATIONAL CAR & FOUNDRY COMPANY, New York, cruiser division, to Calkins & Holden, Inc., of that city.

EPICURE FOOD STORES CORPORATION, New York (chain of delicatessen stores), to the United Advertising Agency, there.

HUDSON MOTOR CAR COMPANY, Detroit, radio broadcasting, to Geare, Marston & Pilling, Inc., Philadelphia.

GEORGE W. LUFT COMPANY, New York, Tangee lipstick and beauty preparations, foreign advertising to Jordan Advertising Abroad, Inc., there.

FRANK TOURIST COMPANY, New York, cruises and general travel, to Frank Presbrey Company of that city. Newspapers and magazines.

BRAZILIAN AMERICAN COFFEE PROMOTION COMMITTEE, New York City, to N. W. Ayer & Son, there. Trade papers.

LEHIGH VALLEY COAL CORPORATION, anthracite coal operators, to Ewing, Jones & Higgins, Inc., of Philadelphia.

MACFADDEN PUBLICATIONS, INC., New York, radio broadcasting for *Flying Stories*, to Gearé, Marston & Pilling, Inc., Philadelphia.

BRAND CHATILLON CORPORATION, New York, jewelers, to W. I. Tracy, Inc., there.

HUNTINGTON BEACH, INC., summer colony at Huntington, Long Island, to Reimers & Whitehill, Inc., New York City. Newspapers and direct mail.

NOVELTY LIGHTING CORPORATION, Cleveland, Tell-A-House illuminated house numbers, to Oliver M. Byerly, Inc., of that city. Trade papers and direct mail.

INNOVATION TRUNK COMPANY, New York City, to Hicks Advertising Agency, Inc., there.

CONVERSE RUBBER COMPANY, Malden, Massachusetts, rubber and canvas footwear, to Huber Hoge, Inc., New York City. General newspapers, national, farm and export magazines, trade papers, direct mail, radio broadcasting, posters, window and counter displays and lithographed signs.

SILVER-MARSHALL, INC., Chicago, radio parts and accessories, to Critchfield & Company, Inc., of that city. Newspapers, trade papers, national and export magazines, radio broadcasting, direct mail.



SCRIPPS-HOWARD

NEWSPAPERS

GENERAL OFFICES & NATIONAL
ADVERTISING DEPARTMENT

NOW OCCUPY THE ENTIRE TWENTY-SECOND FLOOR

230 PARK AVENUE · NEW YORK CITY
NEW YORK CENTRAL BUILDING



A Sturdy New Selling Plan Pulls Servel Off the Rocks

(Continued from page 179)

experience and necessary financial resources were met. When the pre-established specifications could not be met, distribution was foregone until they could be met.

One interesting incident in the effort to secure the right kind of distributors and dealers was a page advertisement in the *Saturday Evening Post* addressed to eighty-two men. Three specifications were emphasized—higher character, merchandising experience, and capital requirements of from \$5,000 to \$100,000, depending on the size of the operation. More than 800 replies were received, of which 400 were considered good prospects. The merchandising experience need not necessarily have been in the refrigeration field, although it must at least have been in something similar. In Boston, for instance, a franchise was let to the oldest and most successful piano and musical instrument firm in New England, which desired to extend its business but had reached the limit in its old field. This concern is now successfully operating both divisions of its business.

Territories Not Rigid

In letting the franchises, while every effort was made to maintain the territorial lines of the various trading areas as originally laid out, it became advisable in some instances to modify these lines in order that distributors might not be compelled to forego a logical expansion in their own operation. In New England, Philip Allen, of the Atlantic Utilities Company, of Bridgeport, Connecticut, was given the franchise for an area comprising the whole of Connecticut. Inasmuch as he also had his own definitely established branches in Providence, Rhode Island and Springfield, Massachusetts, his territory was extended to cover these two areas after he made a quick success in Connecticut.

At the outset the company gave distributors its franchise for both the Electrolux gas and the Servel electric refrigerators, believing that it would broaden the operation of dealer and distributor. They expected them to take a proportionate share of each model in both lines. But the performance showed that they were competing lines, and that the distributors and dealers were concentrating upon one line instead of making the extra sales effort necessary to put

over both. By that time the company had its own organization specialized and Mr. Foulds shifted his policy so that a distributor could have only one line unless he demonstrated he would make adequate effort on each. This particular problem was not felt so much with the utilities as their own businesses determined whether they were interested in one or both.

It was pointed out that the company's original problem was to sell a business opportunity to men with adequate capital and experience. As this was met and facilities for distribution were set up on a broader and broader basis, the company's sales problem shifted and became largely one of selling a refrigerator, a household specialty, at retail, thus contributing to the success of distributors and dealers. In other words, to help them meet their commitments. It faced the difficulty of dealers in getting competent men in the face of proven opportunities offered by other companies better able to support salesmen's efforts with national and local advertising and innumerable other sales helps. The difficulty was overcome, but slowly, as Servel gradually was able to increase its national and local advertising, provide adequate literature and dealer tie-ups, and with its own staff organization afford direct selling help and instruction. Success in this direction was accelerated remarkably, Mr. Foulds says, as soon as salesmen began to make money and talk of their earnings. The dealers report, this season, they are having less difficulty than any of their competitors in obtaining good salesmen.

Stabilizing Factor

One valuable help, in Mr. Foulds' opinion, was the stabilizing factor of assured profits to dealer and salesmen through filling out of the company's commercial line of refrigeration equipment, as distinct from the domestic. A serious complicating circumstance last year, however, was the fact that the company had taken a fresh start in all directions, including plant reorganization, so that new models were not available until the sales season had reached its peak.

The company's own sales organization is now set up on the basis of eight zones, each with a supervisor in charge, reporting direct to the sales manager. Each zone comprises several

districts, of which there are thirty-two in all. Each district has its own manager, reporting to the zone supervisor.

In each district there is at least one special company representative, in some cases the district manager, located in the office of the distributor for the purpose of supervising his merchandising and selling effort, helping him to obtain dealers, obtaining participation in advertising and promotion work sponsored by Servel, and keeping the distributor and his organization informed concerning methods found successful by distributing organizations in other trading areas. This representative also conducts training schools for the instruction of distributor and dealer salesmen in resale methods. The Servel company maintains sales and service schools at its headquarters in Evansville, Indiana, and also in New York and Los Angeles, where the distributors and dealers go for sales instruction when they are given franchises, and to which they send their service men.

Efficient Service

Absolutely efficient service is essential for the building and maintaining of good will regardless of the high quality of a product, Mr. Foulds maintains, and insists that dealers and distributors give first and constant consideration to this phase of their representation. Trained men are required for installation, and frequent follow-up by salesmen is insisted upon as a means of insurance that the ultimate purchaser continues to receive efficient service from her refrigerator.

As a corollary to its sales effort, and in cooperation with dealers and distributors, Servel has pursued a vigorous advertising policy consistent with its distribution and the business to be done. A limited amount of prestige advertising was done in the national magazines last year, and the main effort concentrated in key city newspapers, providing coverage for whole trading areas.

Distribution has this year reached a point where national magazine advertising can be counted upon to sell goods as well as provide prestige. The appropriation under this heading has been quintupled, while the newspaper advertising, which is still bearing the burden of the effort, has been more than doubled. Large space, usually seventeen inches over five columns, is being used in more than forty key cities, with a frequency of approximately one a week. The amount of newspaper advertising is based on sales expectancy and may be increased or diminished as local conditions indicate.

The copy last year was of the newsy type and told the story of the development of the product, testing, operation, and so forth. In the gas refrigerator advertising one important quality was emphasized in each piece of copy, such as "noiselessness," "no moving parts," "nothing to wear out," "costs less to operate," and the slogan, "freezing by heat," was stressed right through the series. The copy for this year's newspaper program, which is just about to be launched, will be of the pictorial type, and will feature various phases of application and employment in the home.

A very considerable amount of display advertising and dealer tie-ups has also been made available to the distributors and dealers.

98 Per Cent of Glidden's Dealers Use Selling Plan

(Continued from page 181)

spend between 2 and 3 per cent of sales for such local advertising, to be spread over the entire painting season. We, therefore, tell the dealer how to plan his newspaper campaign and furnish him an advertising service synchronized with his "Brighter Homes Magazine."

Window displays are the third important factor in retail advertising, hence we furnish dealers a window-display service, tying up with the magazine and with his newspaper advertising.

Dealers are also supplied metal stands in which to display lithographed posters featuring specialties or introductory offers made in each issue of the magazine.

This sales and advertising service works continuously for Glidden dealers, whose part we make as easy as possible.

Thirty days before an issue of "Brighter Homes," each full-line dealer receives a "synchronized sales service" portfolio containing material for his selection.

In addition to this special "synchronized sales service," we furnish a continuous campaign which develops maintenance business for dealers in towns and cities where hospitals, factories, hotels, apartment houses and other large buildings require considerable quantities of paint throughout the year, and a wide variety of individual sales helps to meet every advertising and business requirement.

Frank J. Collins has been made sales and advertising manager for Paul Guenther, Inc., sole distributors for Pyramid Hosiery Company.

Wonderful Reception!

Reports from all parts of the country indicate the Radio Station Section has been enthusiastically received by advertisers and agencies.

Now, for the first time, there is available the same invaluable information on radio broadcasting rates as is found on daily newspapers, farm papers, general magazines and business papers in the regular edition of **STANDARD RATE & DATA SERVICE**.

STANDARD RATE & DATA SERVICE

The National Authority

536 LAKE SHORE DRIVE

CHICAGO

Many an advertising and sales executive has cut his problems to a minimum with this Service. You can, too!

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

.....192..

You may send us—prepaid—the current number of Standard Rate & Data Service, including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm Name Street Address

City State

Individual Signing Order Official Position

Found: A Sales Opportunity in Christmas Trees

(Continued from page 194)

Mr. Leon believed that the only way to put the Christmas tree on a sound merchandising basis was to have it handled in the usual way by a first-class wholesaler, and in turn by a first-class retailer.

His first job was to insure the quality of his product, in order to eliminate the risk in handling Christmas trees. The idea of trade-marked Christmas trees was sold through a twofold program of sales promotion. This was no easy task in the face of the fact that distribution sources were wary of Christmas trees—perishable, unstandardized stuff that meant an actual loss in handling.

Insures Quality

Back of the trade-mark, Evergreen, Mr. Leon placed a set of specifications and grading rules to insure the quality of his product. Contrary to the cry of the conservationists, the tree that makes the best living-room adornment will not make the best lumber. The ideal Yule tree is bushy, compact, many-branched—a dwarf of the forest. Each year a Douglas Fir tree grows one set of new branches or crowns, which consists of four or more limbs. The dwarf fir adds these crowns without growing materially as to trunk, and if allowed to grow to lumber size would be knotty and unfit for that use. A tree ideal for decorative use is not diseased in any way, but it is stunted, probably developing two sets of crowns instead of one. Evergreen trees are taken from two sources in the Puget Sound country—from the cut-over lands and from the timber holdings of lumber companies. In the first instance, revenue from the Christmas trees goes to help pay for the ranch; in the second instance the process is one of thinning, to allow the best lumber trees a chance at sufficient soil and sunlight.

All Evergreen trees are triply inspected—first at the time the stumpage is purchased; again at the time of actual cutting; a third time when the bundles are made up. Each inspector has not more than six carloads to watch.

Twenty carloads were shipped the first year, most of this business being due to a sampling program. Jobbers had to be shown at the start-off. They had to show their customers. Who had ever heard of trade-marking Christmas trees?

Sampling was followed up by a dealer-help program that convinced the most skeptical of jobbers. A conventionalized fir tree forms the Evergreen trade-mark, and this was given a setting in window display backgrounds to be furnished the dealer. "Buy Evergreen Brand Christmas Trees" was the theme of this cutout and the lithographed window sticker which accompanied it. Envelope stuffers, to accompany monthly statements, were supplied, and there was a series of copy layouts for use in local newspapers. These were furnished in mat form, as were publicity stories prepared in the Leon offices. The publicity stories were designed to quote local merchants on the modern way of cutting Evergreen trees, minimizing supply depletion.

Jobbers were also supplied with direct-mail material to send to merchants, and the importance of talking to wholesalers directly with especially prepared pieces was not forgotten. One of the wholesale pieces was a pamphlet that presented the problem of the producer—"The Producing of Christmas Trees from the Producers' Standpoint." In lieu of samples, each jobber salesman is furnished with a photograph folio showing Evergreen products.

Direct Mail Promotion

This sales promotion program has been retained for current needs, with amplifications which include a plan of retail selling and a market survey.

Various pieces of direct-by-mail advertising emphasizes the importance of capitalizing on the stability of trade-marked Christmas trees through aggressive selling methods. It is suggested that a junior clerk solicit orders among the customers, and the merchant is furnished with special order blanks for this purpose. Merchants who have tried this plan for successive years report that they are able to dispose entirely of their order of Evergreen trees before actual delivery.

It has been gratifying to note how the merchant has come to realize the importance of this trade-marked, standardized line. Christmas, 1928, saw an increasing number who advertised "Christmas trees, Evergreen brand . . .," besides Campbell's soup and Kraft's cheese in their holiday newspaper advertising.

A market survey, which is personally conducted by representatives of the Leon company, is carried on during the early months of each year, to determine the possible demand. Even if the jobber is enthusiastic about his last year's success, to the extent that he wishes to enlarge his order, this is not done unless his market justifies it. Analysis is made on a population basis. A town with a population of 5,000, for example, is estimated to have about 1,250 families. About 25 per cent will not use trees, therefore 900 trees will be consumed.

Competition must be taken into consideration in judging a market. In 1927 a carload of Evergreen trees was due to be shipped into a Texas town of 25,000. This is the maximum number a town of this size could comfortably absorb. Before shipping the Leon company learned that other firms were shipping a total of two carloads into the town. The Evergreen car was diverted elsewhere. But the other trees did not sell well, and last year the distribution medium handled the Evergreen exclusively. Often the retailers, through direct contact with their customers, will have the market practically supplied before the vacant lot operator even thinks about setting up his stand.

40 to 50 Per Cent Profit

Of great import to the dealer, of course, is the fact that this trade-marked Christmas tree is a profit-getter. The retail profit margin ranges from 40 to 50 per cent, and an Evergreen tree draws about 25 per cent more than competitive material. Retailers are apprized of the retail prices which are in effect throughout the United States, in order that they may gauge their mark-up accordingly. Many Eastern dealers sell Evergreen at premium prices to an exclusive clientele who are more than willing to pay the transportation costs involved in order to get quality trees. The firs are sent as far east as Buffalo.

Due to standardization, the price spread which is so apt to exist in a selection of Christmas trees is eliminated.

The success of Evergreen Christmas trees has paved the way for kindred merchandise. Tree stands, of a metal design, have formed a profitable accessory line for some time, and now a good market is being developed for English holly, grown in Puget Sound. This is being marketed under the Evergreen name. The mild, moist climate of the Puget Sound country is admirable for the growth of fine holly, and the trade is being urged to send for samples of this new Evergreen product.

Merchandising of holiday greens is seasonal only as to appeal. The mechanics of the industry go on all year. Orders are received from the wholesalers by May, and much preliminary cruising for available stumpage must be done before the actual cutting in November.

The Government regulates the Christmas tree industry only so far as shipping of diseased stock is concerned. Businesswise, the industry has allowed itself to get along on four cylinders. It is significant that business methods have nurtured for the Carl L. Leon company probably the largest Christmas tree distribution firm in the country. And without its tinsel romance a Christmas tree is just a seasonal, perishable product, with very real sales resistance. Who hasn't heard that remark, "Well, I guess we won't have a Christmas tree this year!"

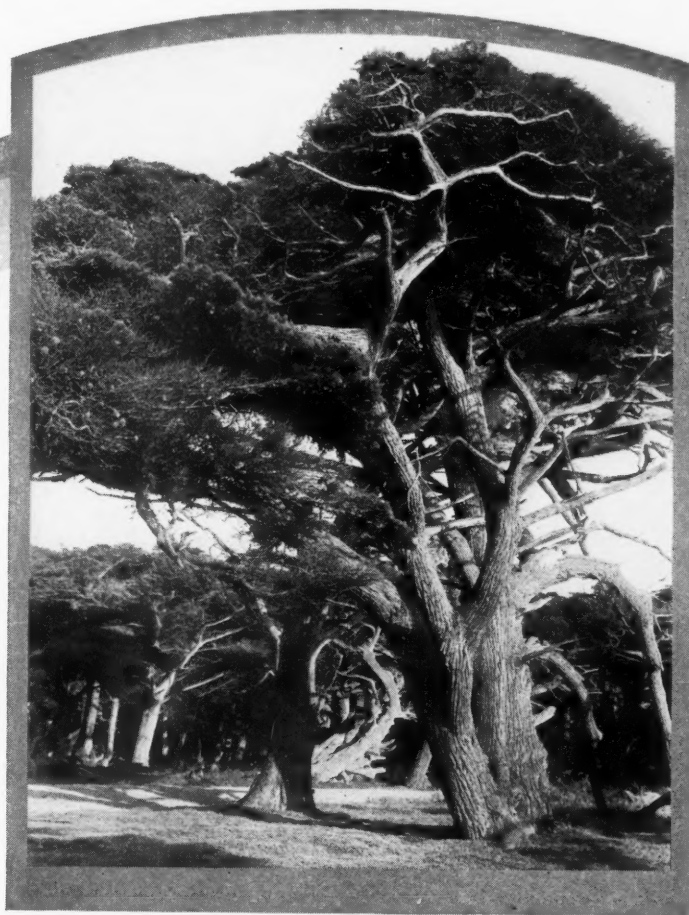
Introducing Some New Advertisers

The Pittsburgh Press, one of the most successful and progressive newspapers in the country, and a leading member of the Scripps-Howard chain, appears in the center-spread position this week with the first of a series of thirteen advertisements. This newspaper is noteworthy — among many other things—for the intelligent cooperation it accords sales managers and their representatives.

The Birmingham News and Age-Herald; twenty years ago when Victor H. Hanson bought the control of this publishing property it had a gross revenue of something like \$50,000 a year. Through a high degree of news and circulation enterprise, plus intelligent promotion and selling, the revenue has been increased to something like \$4,000,000 last year. The current advertisement tells a striking story of the present prosperity of the Birmingham region.

The Sterling Engraving Company has two well-equipped New York plants which give quick, accurate, artistic service in all branches of photo-engraving for customers not only in New York, but in other parts of the country. This is the first of a series of twenty-six announcements to our readers.

Total registration of motor vehicles in the United States during 1928 was 24,493,124, a gain of 1,359,883, or 5.9 per cent over the number registered in 1927. In addition, 148,169 trailers and 117,946 motorcycles were registered.



BEAUTY — UTILITY — PERFECTION

Art does not moralize. The beautiful breathes an atmosphere which suggests the virtues and perfection in conduct. Trees have no working agreement with the elements.

Walter Lippmann has said: "You don't have to preach honesty to a man with a creative purpose. Let a human being throw the energies of his soul into the making of something and the instinct of workmanship will take care of his honesty."

"A genuine craftsman will not adulterate his product. The reason isn't because duty says he shouldn't but because passion says he couldn't."

Faithful to ideals and traditions, supreme craftsmanship executes the work at hand with conscientious completeness. The pride of workmanship stamps the product with individuality.



STERLING ENGRAVING COMPANY, NEW YORK CITY

Branch Executive Offices—Graybar Building, LEXington 0792

. . . TWIN PRODUCTION PLANTS—DAY and NIGHT SERVICE . . .

475 TENTH AVENUE at 36th St., MEDallion 1900—200 WILLIAM STREET, BEEhman 2900



CORE OF TESTIMONIAL OFFENDING: Stanley Resor in his recent address on testimonial advertising touched the heart of the vexed aspect of the subject when he said: "In using testimonials it is important to observe the canons of good taste. A testimonial advertisement may pass muster legally and technically, yet offend the reader through its crudity or lack of sincerity. People whose testimonials are published unquestionably should use the product advertised. And their indorsements should be expressions of real opinion of the product." Whatever the measure of discredit that has fallen upon testimonial advertising, it is due to breach of the essential rule of good faith here set out. The hue and cry against the testimonial grew out of the widespread belief that public credulity has been imposed upon by dishonest practice of a means of persuasion which is as old as human intercourse. By directing attention to the gist of the matter, as Mr. Resor has done, the agitation has served its purpose if it has effectively warned those who seek to gain the confidence of the people in their products against the folly of putting their good will in jeopardy by transgressing the canons of good taste and common honesty.

ORIGINS OF STYLE CHANGES: We get a pretty good idea of what fashion can do to an industry from the recent boot and shoe bulletin of the latest Census of Manufactures. The story told by the data is two years old, to be sure, and some of its features have been made known in routine news from the factories. But the naked statistical record is fresh enough to serve as an illustration of how effects may be forecast from causes, and its official character gives it conclusive value. Comparison of 1927 figures is made with those of 1919, it should be noted, because other intervening censuses supplied less detail. . . . Sufficient for our immediate purpose is the extent to which shortening of the woman's skirt affected her need of presentable footwear, in spite of savings in wear and tear of shoe leather due to increased travel by automobile. This is indicated by a rise in the production of women's shoes from 104,812,505 pairs to 123,516,708 pairs in the eight-year period. Meantime, men, using wide trousers that cover a large part of the feet, were accommodated with only 93,000,000 pairs in 1927, though fewer of them required 95,000,000 pairs in 1919. The low dollar value in the latter year interferes with price comparisons, but it is significant that while the factory value of the women's shoes in 1919 was only \$17,500,000 more than that of the men's, in 1927 the difference was \$96,000,000. . . . What became of manufacturers and distributors who failed to read aright the signs of the times when these changes were in the making? The in-

dustry has been busying itself recently with efforts, not wholly unsuccessful, to induce men to take an increased interest in their foot covering. The degree of success attending these efforts is likely to depend on study of the fashion changes that will give them a reason for doing so—such, for example, as increasing popularity of spats that call attention to worn shoes they do not conceal and narrower trousers that make feet conspicuous.

ANEW USE FOR NEWS: There is likely to be a sharp decline in the strike-and-flee industry of pillaging tills and payroll packets, if municipal authorities generally take advantage of the example set by the *Chicago Tribune* in fitting out police patrol squad cars with radio sets to put them in constant touch with its broadcasting station for instant news of holdups and other crimes of violence. The new banditry has relied on the powerful automobile for safe getaway from a chase that in most cases has been obliged to follow a cold trail. Thanks to the journalistic instinct for tracing news while it is still warm, this handicap to pursuit of fast-moving predatory gangs should soon be reduced to a minimum. . . . It is not long since newspaper enterprise, like police surveillance, owed much of its success to the chance of having an observer near wherever hell might break loose. The all-hearing radio directing the distance-devouring airplane and racing car has almost canceled the element of luck in news gathering by taking from time and space their obstructive qualities. By adapting the facilities and experience of a thoroughly equipped newspaper to police work the *Tribune*, in finding a new use for journalistic energy, has rendered a service to society which in practical value is worth reams of editorial exhortation to public authority.

AN INSATIABLE APPETITE: American automobile plants turned out 1,281,133 cars in the first quarter of this year, 47 per cent more than in the same period in 1928. A great outpouring of new Fords, compared with a mere trickle last year, seems to account for a large part of this gain. But when we look back farther to a time when Ford was at full blast, and find that output is running 29 per cent above the previous record level for the first three months, made in 1926, we realize that the industry which has long been in the van of prosperity's march is still reaching out into new fields. At this rate, if activity continues as it did three years ago, the supply of new cars in 1929 will be a million more than it was last year. . . . Can this country and its foreign customers absorb so great an addition? Present indications favor an affirmative answer. Ford is reported to be increasing factory schedules to meet greater demands than were expected, Chevrolet is doing the same, and most of the other big companies tell the same story. Apparently the buying power of the people is far from exhaustion, and their appetite for the latest car insatiable.

Who gave them authority

to wear such clothes?

IT would take high courage to appear on the Avenue in April of 1929 garbed as our heroine is garbed.

The military effect, the pinched-in waist, the high laced shoes, the explorer's collar, the horticultural or zoological hat—one might well ask who *ever* gave them the authority to wear such clothes.

But it took no courage for the belle of 1917 to wear this suit a short twelve years ago. There was plenty of printed authority to govern every item in her wardrobe.

There were the style sheets of the dress shops, the booklets and folders of the milliner, the costumer, the stocking manufacturer and the boot-maker. With scarcely a peep at what others of her sex were wearing, she could tell from good printing what styles were in fashion, where they might be had, and what price she might reasonably expect to pay.

Who authorizes the styles of this spring—the small felts with flattened feathers, the frocks with separate jackets, the uneven swaying hemlines, the printed silk ensemble?

Printing announces the birth of a new style. Printing pictures it, tells who is making it, where it may be had. Printing lends authority to fashion. Printing helped change the Florodora girl into the military, the military girl into the modern.

What will the next change in style be? One way to tell is to watch the good printing that comes to you. For when a merchant or manufacturer employs a good printer to keep you informed of his stock and his styles, you are likely to find his advice authoritative.



TO MERCHANTS, MANUFACTURERS, AND BUYERS OF PRINTING

If you would like to obtain books on the practical use of printed pieces issued free of charge by S. D. Warren Company, write to your printer, asking him to put you on the Warren Mailing List. Or write S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.



When a printer suggests a Warren's Standard Printing Paper he suggests it because he knows it has all the qualities that insure good printing, folding and binding—that it is tested for these qualities before it leaves the mill. Many printers are using the Warren trademark (above) in connection with their own imprint to identify productions on Warren's Standard Printing Papers.

WARREN'S STANDARD PRINTING PAPERS { better paper .. better printing }

"that reminds me
- let's
write
that
order
NOW!"



"I guess that will be all, Miss Roberts," the purchasing agent concluded his dictation. Preoccupied, his gaze focused upon the girl's swift fingers closing her notes... the pencil, trim as her dextrous fingers, attracted him... "a rather neat pencil, Miss Roberts. May I see it?"

As he fingered it approvingly the neat inscription on the Listo flashed recognition... "Roebbling, eh?"

"Yes," she said, "you were too busy to see their Mr. Smithson last time he called, but he left us girls each one of those dandy Listo pencils. Told me his salesmanager had just supplied them all and that they were a splendid perpetual reminder between calls on his customers."

"That reminds me, Miss Roberts. That cable order... Roebbling prices are in line... quality product... Smithson's already convinced me of that... take this order to Roebbling, attention Smithson..."

Concluding, his eyes twinkled: "—and see that Smithson gets in to see me next time—at least long enough to leave me one of those—what's that pencil called—?"

"LISTO"

she replied, smiling. * * * *

FREE TO EXECUTIVES:

We should like to present to you — free — a Listo, imprinted with your name. You will be delighted with its feather-light weight; non-metal, non-rigid, ever-wearing construction and imperishable lustre. And you will realize how this attractive, inexpensive pencil will aid your sales and advertising plans. Your name and title on your letterhead is all that is necessary. Made in variety of colors and combinations. Leads all colors. Your name, trademark, or advertising inscription up to five lines added at no cost.

Address Department B

LISTO PENCIL CORPORATION

ALAMEDA, CALIFORNIA

343 Broadway - - - New York City
202 So. State Street - - - Chicago

"CHOICE OF A MILLION USERS"

Facts in the Louisville Survey that Will Alter Selling Policies

(Continued from page 192)

goods. The dealer will know just what it will cost him to handle the proposition and, if the concession does not pay him for his extra expense, he will refuse the deal.

It follows naturally that manufacturers have profited by the free-deal practices, and that when retailers have the facts they will be generally disinclined to accept free deal offers. As an example, when analyzed, one free deal that was successful from the standpoint of sales showed that the goods turned over once a year on an average and cost 75 per cent of their purchase price to handle in a retail store, while the margin to the dealer was only 25 per cent. In this instance the manufacturer offered a 10 per cent concession in merchandise as an inducement to buy the deal, and the figures indicate that it would have been impossible for him to sell the deal profitably if the retailers who bought had known the facts.

The Chain Store

The questions dealing with chain store operation appeared to indicate an impression on the part of a few that it was useless to continue an investigation of independent distributors as long as mass operators continued unethical and dishonest practices. The stand was taken by several that independent grocers are honest almost without exception, and that the chain distributors are successful because of dishonest methods. However, this was shown to be a prejudiced viewpoint and one that would not stand the test of analysis. Many chain stores are operated ethically and honestly, and the major problem is not whether chain store or independent distribution is to survive, but how to serve every community in the country most efficiently and economically.

Mr. Millard explained that honesty in distribution is about the same as it is in manufacturing and all other business activity. That independent dealers can compete successfully with chain stores is proved by a great many individual cases. Therefore, the purpose of the conference is to discover methods and practices whereby individuals succeed, and to make them general throughout distribution.

"In a few more weeks," Mr. Millard continued, "we shall have contrasting data to indicate the influence

on volume of the plan and appearance of stores. In one case we have accumulated figures from a fairly successful retail store and have photographs of its interior and exterior. Recently this store was entirely remodeled according to the best scientific plan available. It has been repainted and its stock has been rearranged according to convenience and demand. We are now checking it carefully and although we know that business has increased to a marked extent with no other influence than the phases mentioned it will be sometime before we have an accurate record.

Entire History

"When the investigation is completed we shall have the entire history of a large number of brands and items of manufactured goods from the time they reach the wholesaler's warehouse until their final sale to the consumer, and through different kinds of stores. The manufacturers concerned will then know just what has happened to their goods and what influences caused a variation in distribution. There is no reason why they cannot profit as much as the wholesaler and the retailer from the investigation. We are most concerned with the retailers' interests because he furnishes the final contact with the consumer and completes the process of distribution. And when the retailer changes his methods and practices and operates according to a common plan he automatically requires the wholesaler and manufacturer to fall in line.

"Because of the interest already expressed, we are sure the final report of the conference will materially change independent retail distribution of the country. This conclusion is based not only on the expression of a great many retailers, wholesalers and manufacturers, but also on the opinions of bankers. It is now indicated that many retailers must change their methods if they want to continue to borrow at the bank. The other day a group of bankers in Louisville offered to lend to any retailer in that city sufficient money to remodel his store according to the plan approved by the conference. This means that financial men are looking into methods of retail distribution and that they are adding one more factor in basing decisions for loans."

How to Design a Product to Capture the Popular Fancy

(Continued from page 183)

promised with what they knew the public wanted and the designs. The result was a line of chinaware that is building good volume.

Like the actor, any consumer product must be true to its public. If the product's public is large, it is safe to generalize that its design should not be the most refined and exquisite. But if the product sells to the knowing few, pure design will make it sell almost regardless of the price.

The Lesson of the Automobile

Despite the well-publicized lesson the auto manufacturers have learned on the subject of suiting the product to the public's taste, few manufacturers are aware of the real lesson here for them. An examination of the models at the last auto show indicated that, in general, the more expensive cars showed the best design. Their lines are smarter and better expressed throughout. Artistically, the higher priced cars are the best. Why is the cheaper car not equally well designed? Certainly, Chevrolet can afford to spend the money to secure the best designers. From the standpoint of ability to pay, the sale of a million cars would warrant paying a large price for design. It is not a question of the quality of materials; lines, not nickel-plating, is the point. Why aren't cars having a wider appeal better designed from the standpoint of beauty of line?

Because they wouldn't sell in such volume, is the answer, of course, but one that few other manufacturers seem to be cognizant of when they embrace the art-in-industry idea. If the lines of cheaper cars or those of wider appeal were as refined as those of the higher priced and better designed cars, they would be over the heads of the product's logical market.

What the shrewd motor car manufacturers have done is to apply a sense of taste to common usage. Each year they have stepped up the design of their product to the design grammar successful in cars one price-group higher.

Sound styling is the result of a logical process of market analysis, as these motor car manufacturers have shown. The manufacturer, retailer, wholesaler and service institution must analyze its style problem by asking these questions: What makes for style in our line? How does it operate?

How is it influenced? What is style today in our line? What is the trend?

Sales statistics are the most helpful factor in answering these questions. Certain leaders stand out in any company's line; a comparison of these with the laggards should point to style reasons. A similar study of kindred lines will help correct any conclusions made. Group sales statistics, according to colors and type of designs, will show that in every line of products there are staples which represent the major part of the production and vary but slightly from year to year. A study of staples in kindred lines and their style trends will help in determining the style next year's staples should take. After styling the staples the manufacturer must determine a percentage of novelties based on past sales statistics. With the knowledge that novelties are increasing in number, because of ever-heightening public desire for the new, and with the appreciation of what style factors in novelties were successful in kindred lines of products, the manufacturer begins to solve the problem of styling novelties. The final factor in determining the styling of novelties and staples is the rate at which the consuming public absorbs new styles.

Guesswork Styling

A less certain method of styling is to rely on the manufacturer's guesswork, checked with the opinions of the jobber, retailer or company salesman. This method of making up several samples for the judgment of retail and wholesale buyers has enabled more scientific competitors to take the cream of the market.

That many retailers are no longer satisfied with this guesswork method and that manufacturers are losing an opportunity by not keeping pace with style demands is witnessed in the buying policy of the Grant and the Schulte-United chains. These astute merchandisers are determining style for themselves. They are studying trends of staples and novelties. They are watching kindred lines for style suggestions as to color and design. These chains often go to the manufacturer and have him make up what they want. The problem of their buyers is not only to see what is offered in the buying centers but also to determine what manufacturers are equipped to make what they want and know is properly styled to sell.

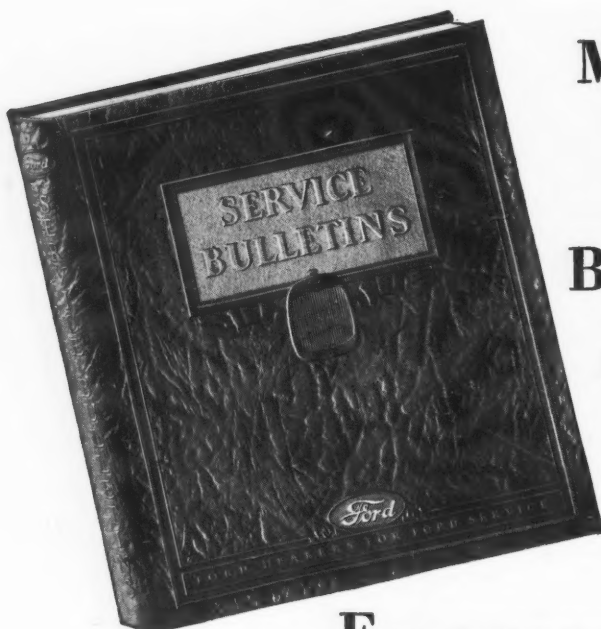
If
you know
what they read,
you know
who
they are!

Qualitative Analysis of Media



DIVISION OF
Sales Management, Inc.
420 Lexington Avenue
New York, N. Y.

An unbiased Survey of the text contents of all standard size daily newspapers published in the 100 most important markets of the United States.



MOLLOY MADE RING BINDERS

*Help to Service
Model A*



EVERYTHING about a Model A Ford must be of the best—including the ring binders for dealers' service bulletins. Molloy Made Covers with Wilson-Jones rings insure dealer attention for important instructions—and that's only one of their major functions. Tell us about your attention requirements, and we'll be glad to submit samples and suggest an idea to meet them. The cost is moderate when measured by results!

THE DAVID J. MOLLOY COMPANY
2869 N. Western Ave., Chicago New York Office: 300 Madison Ave.



NOTHING LIKE IT!

The National Advertising Records have no serious competitors.

**AGENCIES - PUBLISHERS -
STATISTICAL ORGANIZA-
TIONS Need Them**

Agencies

Using *THE RECORDS* determine the space and media used by each advertiser, and by making proper use of the analytical tables month by month space buying and campaign planning become almost an exact science.

Publishers

Use *THE RECORDS* to know the actual performance of any given publication, month by month, and its real relationship and standing.

Statistical Organizations

Use *THE RECORDS* to gather correct data about advertising expenditures. The analytical tables are a fine *BAROMETER OF BUSINESS*.

The *COST* is small—
The *SERVICE* is great

Let our nearest office show them.

**NATIONAL REGISTER
PUBLISHING CO.**

Sole Sales Agents

245 Fifth Ave. New York, N. Y.
Boston Chicago San Francisco

Circulation NOW OVER 7,444

DISTRIBUTION

Bay St. Louis	85
Biloxi	2426
Epico	72
Gulfport	2380
Handsboro	179
Long Beach	205
Lyman	230
McHenry	35
Mississippi City	250
Ocean Springs	105
Pass Christian	316
Perkinston	32
Pineville	94
Saucier	55
Seymour (North Biloxi)	100
Wiggins	230
Suburban mail	350
Country mail	300
Total	7444

Papers to dealers or hotels are not included in above.

All are paid subscribers or they would not be counted by the Audit Bureau of Circulations. Among these 7,444 subscribers and dealer and hotel subscriptions the families of 52 employees and 64 carriers of The Daily Herald are not included.

An advertiser in The Daily Herald reaches virtually every home in Harrison county and nearby portions of Stone, Jackson and Hancock.

THE DAILY HERALD

Herald Building,
Gulfport, Miss.

Herald Building,
Biloxi, Miss.

Studebaker's Latest Plan for Qualifying Salesmen

(Continued from page 177)

ness to be patterned after successful merchants he can follow proved plans. What he makes of his business is up to him.

As I was returning from a western trip I met one of our salesmen. I asked him to ride with me two or three hours, so we could go over conditions in his territory. I asked this traveler a question or two, and felt that he knew very little about the program on which we had spent a quarter of a million dollars.

The more I questioned him, the more I became convinced that he did not have the slightest conception regarding our plans for helping Studebaker dealers sell more cars and make more money. This conversation made me call in our 105 traveling salesmen from our twenty branches and give them written examinations. The results ran from 40 per cent up. After that I knew we had a real training job on our hands.

Tackled Job in Earnest

This job was tackled in earnest. The best training director we could find was put to work, and we started on a small group of ten men. We wanted to have more and better salesmen.

We ran an advertisement in a Chicago paper stating that there was an opportunity for salesmen of experience to take our training course and that if they were successful in passing it, a position would be ready for them. We were seeking younger men who had their lives ahead of them and who did not know too much about the automobile business. Out of the 600 replies, we selected ten men and put them through six months of intensive training. Half of the day was spent in the classroom and the other half was spent in selling in "tough" retail markets. If the salesman couldn't sell, he was automatically let off; each had to demonstrate his retail sales ability as well as his capacity to assimilate classroom work. Out of the ten men we graduated seven.

We have been at this process for six months. You can't have a big class; you have to get right down and instruct these men personally. We limit our classes from twelve to fifteen. By next July we will not have a single man in the field who has not had this six weeks' training course.

We realize that no matter what we do at the home office in the way of sales helps or in the way of other helps to our dealers that it means nothing

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unless our organization can carry the message. This was the lesson we had to learn.

If you want to get the shock of your lives just try this same stunt of examining your salesmen on any information you believe they know thoroughly, and unless you have trained them you will learn that most of them will not qualify.

Studebaker was desirous of arriving at a basis which would enable it to estimate the potentialities, as far as Studebaker was concerned, in the different counties of the United States. We tried many methods and finally found a satisfactory plan. We take the automobile registrations of competitive groups of all the important cars selling in our field, and we know from experience that we are entitled to a certain average percentage of the business obtained by that group.

From this basis it is comparatively simple for us to determine the potentialities of any given market. We know just the number of automobiles that market owes us. Such a basis is an extremely valuable aid, as far as scientific management is concerned, because it is possible to set schedules accurately. Just as important is the fact that you can accurately judge the production of your men in the field.

Any basis that measures this year's sales against those for last year is inaccurate. Why? There may be a poor wheat crop this year—there may have been a record-breaking cotton crop last year—oil may be up or down—but the number of cars actually sold in that territory this year, checking up as close as last month's registrations, tells us what we can rightfully expect.

Survey of Surveys

(Continued from page 170)

"Heretofore, a great deal of this fine research work has been lost to those who would most benefit by it because there has been no one place where all studies were available. The Central Bureau for Distribution Research is designed to correct this."

Besides E. R. Smith, the members of the research council of the association are: Merle Banker Bates, Life Savers, Inc.; S. E. Conybeare, Armstrong Cork Company; William A. Hart, E. I. du Pont de Nemours & Company, Inc.; Bernard Lichtenberg, Alexander Hamilton Institute; A. H. Ogle, Bauer & Black; P. L. Thomson, Western Electric Company; Guy C. Smith, Libby, McNeill & Libby, and A. E. Haase, managing director of the Association of National Advertisers.

Whoopie! The A. N. A.'s on the right track for sure! And in my opinion the move of moves for the A. N. A. to make now would be to throw the Central Bureau of Research library open to the advertising public for reference work. Just as another proof that the A. N. A. is interested not only in its own affairs but also in the general welfare of advertising.

✓ Check The MILLINE RATE in SPRINGFIELD, MASS!

You will find it the lowest
of any city in New Eng-
land outside of Boston

A nationally known advertiser of can-
ned goods (name on request) states that sales
costs per case are lower in Western Massa-
chusetts than anywhere else in the nation.

For Market Information
Address The Advertising Department

SPRINGFIELD NEWSPAPERS

UNION—REPUBLICAN—DAILY NEWS

Springfield, Mass.

The right product
markets and competition
sales methods
—and then Advertising

DORRANCE, SULLIVAN & COMPANY, Inc.

ADVERTISING
130 WEST 42ND STREET, NEW YORK

AUTOMATIC



IT'S NEW!

NO more slow hand-feeding of envelopes into an addressing machine one by one! — Get a demonstration of this wonderful new popular-priced addresser. — It automatically feeds envelopes into itself as fast as you can turn the crank.

**DOES A DAY'S WORK
IN 5 MINUTES**

Four times faster than other addressing machines of similar size and price.

For complete information and a **FREE BOOK** on Direct-Mail Advertising, pin this ad. to your business letterhead and mail to us.

ELLIOTT
ADDRESSING MACHINE CO.
149 Albany St., Cambridge, Mass.



ROBT. E. LEE HOTELS

ST. LOUIS
18th and PINE. Opened Mar. 1918. 250 Rooms

KANSAS CITY
13th & WYANDOTT. In the Heart of America. 200 Rooms

SAN ANTONIO
A CITY OF CHARM. On the Old Spanish Trail

LAREDO
ON THE RIO GRANDE IN TEXAS
RIGHT ON THE MEXICAN BORDER

A MATTER OF **\$250** DOWN **\$200** ECONOMY

WE QUOTE OUR TOP RATE
EVERY ROOM WITH PRIVATE BATH
AND CEILING FANS

PERCY TYRRELL
PRESIDENT

GARAGE SERVICE

PHOTOSTAT SERVICE

RAPID AND ECONOMICAL
FACSIMILES • ENLARGEMENTS • REDUCTIONS

Commerce Photo-Print Corporation
42 BROADWAY 8901 88 MAIDEN LANE 3697
Haverly 8901 John 3697

The Proverbs of Solomon

(Continued from page 190)

advertising man with access to the statistics, could have told the company in advance that the campaign was bound for failure. "Of course, *we* can understand it. *We* have been to college. But nobody else will. Nobody knows or cares anything about history, anyway. Champlain is a lake between New York and Vermont; La Salle and Cadillac are automobiles; Frontenac is a Pullman car, and Duluth is where the iron ore comes from. Plains of Abraham? Shucks; Abraham is in the Bible. We aren't selling history, anyway. We're selling steamship tickets. Are the hotels good, the beds comfortable, the scenery amazing and awe-inspiring? And how much does it cost? Give 'em something practical—not away over their heads!"

No Hostages to Ignorance

As it so happened, however, the advice was either not given or not heeded, and the company proceeded to build its campaign around a booklet given the incomprehensible title of "The Road to Yesterday." Ten thousand copies were printed as a starter, and a second edition of 25,000 was ordered by the time the campaign was well under way. And the text of the booklet is as thoroughly uncompromising as its title, giving no hostages whatever to the ignorance or the stupidity of the public:

"The Northern air is bright and sparkling, the eager waves are blue and unclouded as when Jacques Cartier first breasted the current, before the Pilgrim Fathers were born. The flag on our jack-staff streams out on the fresh, vernal breeze as our prow swings to the eastward. It is pleasant here on deck, in the clear morning light, with the soft splash of the ripples dying away on either hand. Dim leagues below the horizon lie the twin cities of a far-flung empire, Quebec and Montreal, founded by devoted sacrifice and zealous courage and thrown away by the neglect of a profligate king and the intrigues of a dissolute woman. Tonight we shall pause in the shadow of the royal mountain where Cartier planted the white-and-gold standard of the French monarchy, nearly four centuries ago. The monarchy vanished in the whirlpool of Revolution and the white banner waves no more on earth. But Canada remains and two great nations are sharers in the inheritance of Cartier and Champlain, of La Salle, Duluth and Cadillac.

* * *

"If the shades of the great men of

old revisited the scenes of their earthly sacrifice and affections, how little would be recognizable! But the surges of the Long Sault, the crested breakers of the Cedars, the spinning spume and wrack of Lachine are changeless. We see what met the gaze of Champlain and La Salle; we hear the booming notes which resounded in their ears. We feel the same lift and urge of the resistless waters: the same electric thrill sets nerves to tingling; we can almost see them wave a shadowy salute as we go thundering past!

* * *

"It may well be true, as authorities tell us, that in the speech of Quebec we hear the authentic accents of the France of Louis XV and Madame Pompadour. For, as no other city in the world, Quebec lives in the storied past and basks in the sunlight of other days. It is a golden past, a mellow sunshine, that irradiates these crumbling walls and soaring monuments which link victor and vanquished in one glorious commemoration; their wounds healed, their stripes forgotten, only their glories and their triumphs remembered.

"Accents of a Vanished Age"

"Other cities are quaint and curious; others have venerated shrines and sacred relics of a noble history; but only in Quebec does one hear the veritable accents of a vanished age, and nowhere else does the golden atmosphere of romance come quite so close to the verge of reality. And this is as it should be, for America owes much to the race which founded this Walled City of God in the New World. This citadel-crowned rock was the anvil upon which was forged the destiny of a continent. The fate of more than half the world was settled one bright September morning on these Heights of Abraham.

"Come—as the sun sets let us climb to the citadel and watch the purple shadows creep towards the Island of Orleans. It is easy to people the dim streets below with men of an heroic mould; to catch the gleam of burnished armor, the echo of command and tramp of martial feet.

"An eagle city on her heights austere,
Taker of tribute from the stainless flood,
She watches wave above her in the clear,
The whiteness of her banner, purged with blood.

"Near her grim citadel the blinding sheen
Of her cathedral spire triumphant soars,
Rocked by the Angelus, whose peal serene,
Beats over Beaupre and the Levis shores.

"Tossed in his light craft on the dancing wave,

A stranger where he once victorious trod,
The passing Iroquois, fierce-eyed and grave,
Frowns on the flag of France, the Cross
of God."

Would *that* sell steamship tickets, think you, in this market of traditional thirteen and fourteen-year-old minds, where anything above the comprehension of a college Freshman misses nine-tenths of the audience? Of course not! Yes, yes; but it did. Listen to John F. Pierce, the company's passenger traffic manager, as quoted on the results of this campaign:

"The results" he says, "were simply extraordinary. We kept two girls busy all the time answering inquiries—not mere inquiries for the booklet, mind you, but specific and definite requests for information that required special attention. We have figures to show that our business fell only 5 per cent below 1920, when we were booked to capacity for months in advance. We had many parties of from fifty to seventy-five people from the same locality, who came as direct result of the advertising. There is no question at all that the American people *are* interested in historical associations, and that they do respond to appeals which we have been told at times are 'too high-brow.' So successful was the copy that we are planning to repeat the same idea this spring, and we believe that the results will be even more impressive."

Sometimes it is comforting, isn't it, to excuse or explain our poor results on the ground that the public is "too dumb for the copy"? But, as I have intimated before, it is a possibility at least worth casual consideration that our copy may be too insufferably dumb for the public.

Industrial Subjects Shown at Art Center

The exhibition of fourteen oil paintings of American craftsmen done by George LaChance, on view at the Art Center, New York City, following an exhibit at the Toledo Museum of Art, is an example of the growing appeal of industrial subjects to the modern artist.

Mr. LaChance studied his subjects for several years at the Toledo Scale Company factory, Toledo, Ohio, where he executed his paintings. He gives exact portraiture together with detail of the machinery in use. Mr. LaChance chose as his subjects only those men whose long term of service had lifted them to the high level of master craftsmen.

The Best Tryout Territory in the United States

NET PAID
DAILY
CIRCULATION
OVER
125,000

DAILY OR
SUNDAY



OIL
LIVESTOCK
COTTON
GRAIN

Fort Worth— West Texas

Population Over 2,000,000

96% Native White Born

THE CHOICEST PART OF THE

TEXAS



MARKET

THROUGH THE

Star Telegram Record Telegram

Covering More Than 1,100 Towns

FORT WORTH STAR-TELEGRAM

Fort Worth Record-Telegram

Now More Than 125,000 Daily or Sunday

Largest Circulation in Texas

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-President and Adv. Dir.

Charter Member Audit Bureau of Circulation

March Newspaper Lineage

(Continued from page 200)

BRIDGEPORT			
	1929	1928	Change
*Telegram	826,446	747,502	+ 78,944
Post	830,924	750,397	+ 80,527
Sun. Post	165,377	142,093	+ 23,284
*Times-Star	506,389	437,499	+ 68,890
Sun. Herald	108,483	81,718	+ 26,765
Totals	2,437,619	2,159,209	+278,410
FORT WORTH			
	1929	1928	Change
Star-Telegram ..	1,096,662	1,018,402	+ 78,260
Record-Telegram ..	523,698	496,104	+ 27,594
Press	597,364	525,070	+ 72,294
Totals	2,217,724	2,039,576	+178,148
GRAND RAPIDS			
	1929	1928	Change
*Press	1,355,620	1,389,220	- 33,600
Herald	733,908	668,696	+ 65,212
Totals	2,089,528	2,057,916	+ 31,612
KANSAS CITY (MO.)			
	1929	1928	Change
K.C. Journal-Post ..	741,855	794,100	- 52,245
*K. C. Times	925,688	885,739	+ 39,949
K. C. Star	1,783,691	1,667,299	+116,392
Totals	3,451,234	3,347,138	+104,096
MEMPHIS			
	1929	1928	Change
Com. Appeal	1,383,263	1,246,924	+136,339
*Eve. Appeal	718,011	634,704	+ 83,307
*Press-Scimitar ..	872,564	854,616	+ 17,948
Totals	2,973,838	2,736,244	+237,594
MIAMI			
	1929	1928	Change
Herald	1,237,551	1,072,134	+165,417
Daily News	733,579	660,954	+ 72,625
Totals	1,971,130	1,733,088	+238,042
NEWARK **			
	1929	1928	Change
Newark News	1,857,715	1,840,844	+ 16,871
** No other figures available for Newark.			
OKLAHOMA CITY			
	1929	1928	Change
Oklahoman	1,015,308	932,866	+ 82,442
*Times	779,324	707,952	+ 71,372
*News	602,840	582,624	+ 20,216
Totals	2,397,472	2,223,442	+174,030
PORTLAND (ORE.)			
	1929	1928	Change
Oregonian	1,143,954	1,013,222	+130,732
Journal	928,746	966,126	- 37,380
*Telegram	551,754	579,586	- 27,832
*News	380,072	420,924	- 40,852
Totals	3,004,526	2,979,858	+ 24,668
ROCHESTER			
	1929	1928	Change
Journal American ..	947,787	1,079,724	-131,937
*Times Union	1,200,170	949,989	+250,181
Dem. & Chronicle ..	1,274,692	1,417,453	-142,761
Totals	3,422,649	3,447,166	- 24,517
SALT LAKE CITY			
	1929	1928	Change
Tribune	1,185,688	1,151,424	+ 34,264
Telegram	566,622	506,002	+ 60,620
News	526,008	469,868	+ 56,140
Totals	2,278,318	2,107,294	+171,024
SAN ANTONIO			
	1929	1928	Change
Express-News	2,116,142	1,897,251	+218,891
Light	1,026,031	979,414	+ 46,617
Totals	3,142,173	2,876,665	+265,508
TOLEDO			
	1929	1928	Change
Blade	1,389,866	1,324,387	+ 65,479
News-Bee	826,334	846,259	- 19,925
Times (D)	290,122	296,842	- 6,720
Times (S)	514,850	391,034	+123,816
Totals	3,021,172	2,858,522	+162,650
WORCESTER			
	1929	1928	Change
Worcester Tele. ..	1,076,131	939,140	+136,991
*Eve. Gazette	817,428	761,873	+ 55,555
Totals	1,983,559	1,701,103	+192,546
The following was received too late to be included in the table at the beginning of this compilation:			
SEATTLE			
	1929	1928	Change
Times	1,531,428	1,464,879	+ 66,549
Post-Intellig. ..	838,390	914,651	- 76,261
Star	576,202	561,625	+ 14,577
Totals	2,946,020	2,941,155	+ 4,865

* No Sunday edition.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES REPRESENTATIVE

MANUFACTURERS ATTENTION—If you are looking for a high calibre sales representative for the middle west territory it will pay you to investigate this message. Young, forceful salesman thoroughly experienced selling public officials, architects and contractors as well as dealers and jobbers seeks a connection with a reputable manufacturer only. Prefer line where units of sale are large. Am fully capable of, and experienced in, branch management and the hiring and training of salesmen. Have also had valuable executive experience. Compensation in keeping with results obtained. Address Box 306, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

DIRECT MAIL

CONSIDER YOUR SALES LETTERS: What is fifty or a hundred dollars, if your volume of returns increase from 25 per cent up? Eleven years of applied experience is behind every letter written for you. Original letters \$15, or \$10 each in series of three or more. Re-written letters \$15. G. R. Evans, 153 N. Market Street, Troy, Ohio.

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Established 1872

NEENAH, WIS.

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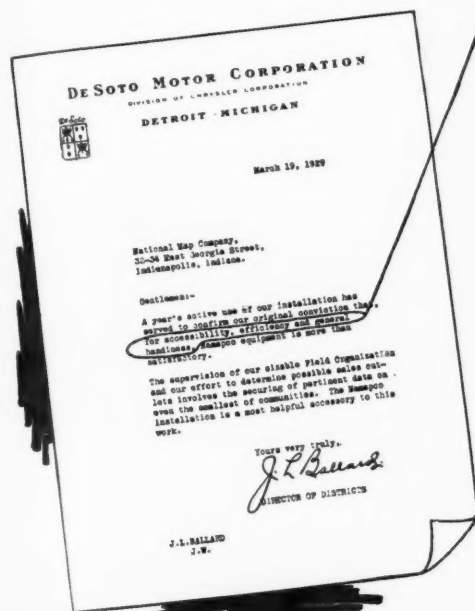
NEW YORK CHICAGO DETROIT

"GIBBONS knows CANADA"

J. J. GIBBONS Limited Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London Eng.
New York Office 2152 Graybar Bldg. Thomas L. Briggs, Manager for United States



"for accessibility, efficiency and general handiness"



IN the words quoted above, Mr. J. L. Ballard of the DeSoto Motor Corporation, Detroit, seems to sum up their experience with Namapco Washable Maps and bear brief but eloquent testimony to the value of such equipment in sales work. To quote his letter in full:

"A year's active use of our installation has served to confirm our original conviction that, for accessibility, efficiency and general handiness, Namapco equipment is more than satisfactory. The supervision of our sizeable Field Organization and our effort to determine sales outlets involves the securing of pertinent data on even the smallest of communities. The Namapco installation is a most helpful accessory to this work."

Tell us (1) what you sell, (2) method of selling, and (3) your selling territory, and we will show you the kind of a map system you should have, how you can use it effectively and profitably, and how you can add to it as your business demands. Address Our Home Office, 904 Murphy Building, Indianapolis, Ind.

The same feeling is evident throughout the whole Chrysler organization, as the Chrysler Sales Corporation, Dodge Brothers Corporation, and the Plymouth Motor Corporation, as well as the DeSoto Motor Corporation, are using Namapco Washable Maps in their general sales work. Other leading automobile builders, together with such outstanding manufacturers in other lines as Allis-Chalmers, American Radiator, Armour, Burroughs Adding Machine, Colgate-Palmolive-Peet, Crane, DuPont, Fuller Brush, Goodyear Tire and Rubber, Kohler, Pillsbury, Real Silk Hosiery, Sherwin-Williams, Sinclair Refining, Valentine, and Westinghouse Electric, are using Namapco Washable Maps. No other method yet devised gives them at all times such comprehensive information and such complete mastery of their markets.

NATIONAL MAP COMPANY

Map Makers Since 1885

904 Murphy Building,
Indianapolis, Indiana

675-4 Transportation Bldg.,
Chicago, Illinois

"Namapco" Washable Maps

THE NATIONAL ROAD
TO BIGGER BUSINESS



Beauty

lights the way to purchases

A FLASHLIGHT in a dull, drab case may throw as strong a beam as one in a case that is beautiful. It may cost less, too. But pretty colors and designs are more tempting than petty economies. And in flashlights, as in countless other articles, the element of beauty has become the deciding sales factor.

So generally is this fact recognized that many manufacturers are striving for beauty through changes in production equipment. Sometimes this is too costly to be practical. But any articles can be made attractive by the simple use of fine art work, good engravings and *coated paper* in the printing that describes it.

Only *coated paper* is adaptable to the use of fine-screen half-tones and color process plates.

The choice of a dependable coated paper is simplified by the Cantine Sample book, which contains actual samples of weights, grades and colors for all requirements of good printing. Write for copy, together with nearest distributor's address. Dept. 617.

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